

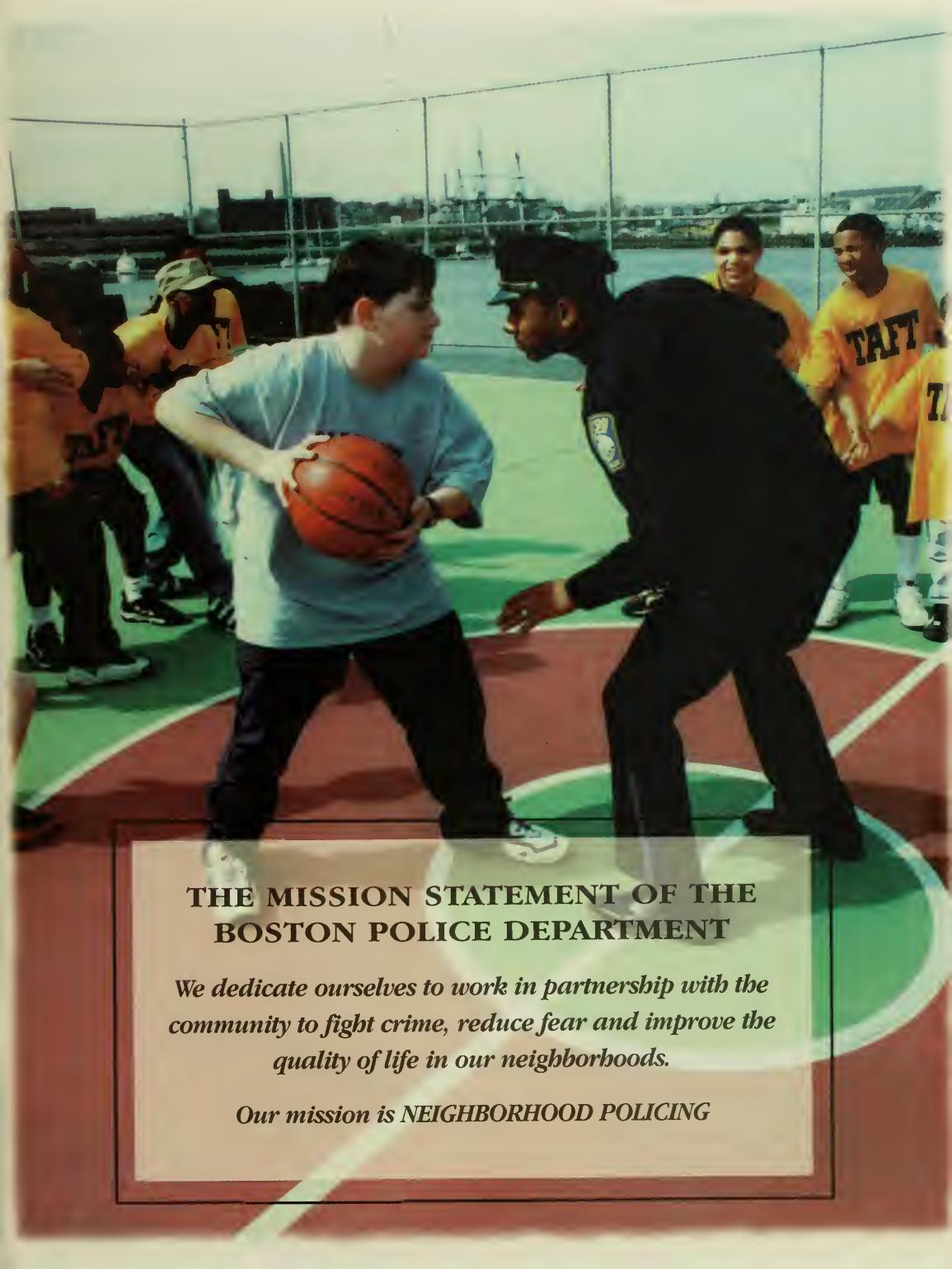


BOSTON Police Department  
**96 ANNUAL REPORT**

GOVDOC  
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1996





## THE MISSION STATEMENT OF THE BOSTON POLICE DEPARTMENT

*We dedicate ourselves to work in partnership with the community to fight crime, reduce fear and improve the quality of life in our neighborhoods.*

*Our mission is NEIGHBORHOOD POLICING*

## Boston Police Department at a glance

Organized:	1854
Sworn Officers:	2036
Recruit Officers:	175
Total Officers:	2211
Civilian Personnel:	820
Budget:	166 Million (FY96)
Rank Structure:	<ul style="list-style-type: none"><li>Police Commissioner</li><li>Superintendent</li><li>Deputy Superintendent</li><li>Captain/Captain Detective</li><li>Lieutenant/Lieutenant Detective</li><li>Sergeant/Sergeant Detective</li><li>Police Officer/Detective</li><li>Recruit Officer</li><li>Student Officer</li></ul>
Median Age:	35
Mean Years of Service:	13.7
Facilities:	23
Marked Patrol Vehicles:	470
Unmarked Sedans:	453
Motorcycles:	62
Bicycles:	43
Boats:	3
Horses:	17
Canines:	15
Bomb Disposal Vehicles:	2
Total Police Calls for Service:	515,535



Photo courtesy of David H. Jacobs



## Boston at a glance

Founded:	1630										
Government:	Mayor and 13-member City Council										
City Budget:	1.4 billion (FY 96)										
City Funded Employees:	8,689*										
Area:	48.2 square miles										
Population:	574,283										
Police Officer/Population Ratio:	1 per 260 residents										
Population Density:	11,914 per square mile										
Registered Voters:	242,517										
Population by race:	<table><tr><td>White:</td><td>59%</td></tr><tr><td>Black:</td><td>23.8%</td></tr><tr><td>Hispanic Origin:</td><td>10.8%</td></tr><tr><td>Asian:</td><td>5.2%</td></tr><tr><td>Other:</td><td>1.2%</td></tr></table>	White:	59%	Black:	23.8%	Hispanic Origin:	10.8%	Asian:	5.2%	Other:	1.2%
White:	59%										
Black:	23.8%										
Hispanic Origin:	10.8%										
Asian:	5.2%										
Other:	1.2%										
Median Age:	30.4										
Mean Household Income:	\$37,907										
Unemployment Rate:	3.70%										
Avg. Single Family Home:	\$160,100										
Property Tax Rate per Thousand:	\$13.78 (residential) \$42.59 (commercial)										
Public School System:	60,646 students										
Colleges and Universities:	32										
Hospitals:	27										
Congressional Representatives:	Senator Edward M. Kennedy Senator John F. Kerry Representative J. Joseph Moakley Representative Joseph P. Kennedy, II										

\*excluding School & Hospital Departments

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**Produced By:**  
The Office of the Police Commissioner  
William J. Good, III  
Lt. Det. Laurence J. Robicbeau  
P.O. Brendan D. Flynn,  
Project Manager

**Editorial Staff:**  
P.O. Brendan D. Flynn  
William J. Good, III  
Stephanie McLaughlin  
Robert G. Neville  
Blake L. Norton  
Dominic P. Abbatangelo

**Cover Design:**  
Robert G. Neville

**Project Editor:**  
Graphic Arts, Layout,  
Computer Graphics  
Gregory Maboney

**Assistant Project Editors:**  
Louis D. Bevagui  
Marc D. Vaillancourt

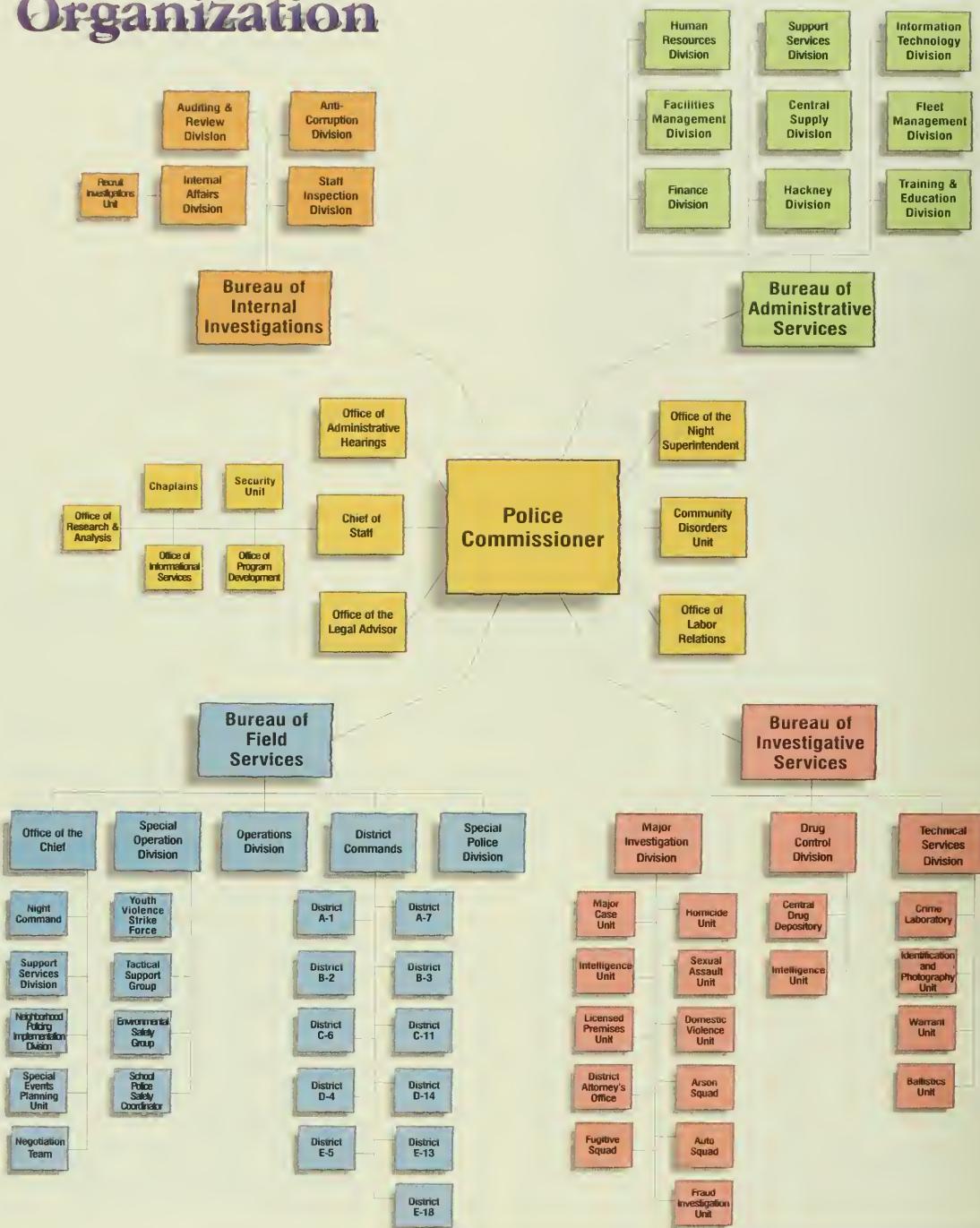
**Photography:**  
Gregory Maboney  
Cadet John E. McNulty

**Statistical Data:**  
Luis Garcia  
Seth Maloff

**Special Thanks To:**  
Superintendent Joseph C. Carter  
Deputy Superintendent  
William M. Casey  
Sergeant Detective  
Maureen E. Parolin  
Sergeant Detective Margot H. Hill  
Police Officer Chris D. Rogers  
Ronald P. Mason  
Edward P. Callahan  
Stacey Larkin  
Alta Ware-Bevagui  
Joyce Papa-Amoroso  
Boston Redevelopment  
Authority  
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Mayor's Press Photographer  
and all those who helped to bring this publication to completion

**Cover:**  
Officer Chris Rogers plays a game of basketball with Sean Flynn, Philip Bell, Hurl Booth, Francisco DePina, and Vilgrain Richemond

# Boston Police Department Organization



# News Clips

**"In Boston, Nothing Is Something"**

*The New York Times*

**"Boston's Falling Murder Rate"**

*The Boston Globe*

**"Police Building A-1 Bond With District"**

*The Boston Tab*

**"A Grant To Enforce The Laws Of Nature"**

*The Boston Globe*

**"Boston Homicide Rate Hits A Low"**

*The Boston Globe*

**"In Full Force"**

*City Journal*

**"Murders Sink To 30-Year Low"**

*The Boston Herald*

**"Evans Wins Fans - Without Fanfare"**

*The Boston Herald*

**"Children, Parents Are J.P. Captain's Top Priority"**

*The Boston Herald*

# Message from the Mayor



*Mayor Thomas M. Menino*

Dear Fellow Bostonians:

As residents of Boston, we all have many reasons to be proud. Certainly one of our greatest strengths is our commitment to public safety.

As this report details, 1996 was a banner year for the Boston Police Department. Boston recorded its lowest levels of violent crime in more than 25 years - with the homicide rate reaching its lowest point in 30 years. We should be especially proud of our efforts to reduce juvenile crime. After all, Attorney General Janet Reno and President Clinton have singled out Boston as a national model for a community-based approach to youth violence prevention.

These achievements are a testament to the hard work and dedication of Commissioner Paul Evans and the men and women of the Boston Police Department. But they alone cannot prevent crime. Our progress is the result of tremendous partnerships with business people, community groups, and local crime watches. Together, we are taking back our neighborhoods - one house, one street, one block at a time.

In order to sustain and expand the momentum behind our Neighborhood Policing Program, the Boston Police Department completed its Strategic Planning Initiative last year. This process brought the people of Boston together like never before to identify our greatest public safety challenges - and to develop solutions that will create a safer city in the years ahead. With the opening of a new state-of-the-art Police Headquarters in Roxbury this fall, we will be extremely well-equipped to implement our plans city-wide and continue our track record of success.

As Mayor, I will continue to do all that I can support Commissioner Evans, the Boston Police Department, and all of you in our efforts to make Boston the safest city in America.

Sincerely,

A handwritten signature of Thomas M. Menino in black ink.

Thomas M. Menino



*Photograph courtesy of Molly Lynch of WCVB TV Channel 5*

# Message from the Police Commissioner



Commissioner Paul F. Evans

In my messages in the prior Annual Reports since I was appointed Police Commissioner in 1994, I stressed initiatives which were being undertaken to implement Neighborhood Policing in Boston and the changes which were taking place within the Department and in its relationships with the community we serve. This year, I am pleased to report that our efforts have begun to bear fruit.

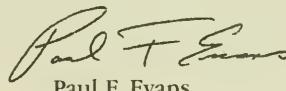
In February of 1996, we completed the Strategic Planning Initiative. 16 teams produced reports that served as the blueprints for problem solving and partnerships with the police, residents and other stakeholders agreeing on the problems facing each neighborhood and accepting a role in addressing them. The results have been significant. In 1996, Boston had its lowest overall number of Part One crimes in 30 years. There were 7,566 fewer victims of these seven major crimes than in the previous year.

Equally important, and also a result of the collaborative efforts which form the core of Neighborhood Policing was the City's success in dealing with the problem of youth violence, particularly involving handguns. We worked with community organizations and agencies such as the Police Activities League, the Boys and Girls Clubs and the YMCA to provide alternative activities for our young people; we partnered with businesses such as John Hancock Financial Services to provide job training and mentoring programs for older youths and with the Bureau of Alcohol Tobacco and Firearms to disrupt the flow of illegal handguns on our streets, thus affecting both supply and demand; and when enforcement was necessary, we worked with other police agencies through the Youth Violence Strike Force and with prosecutors from local, state and Federal levels to ensure that apprehension and punishment for criminals was both swift and certain.

A great deal of attention was paid to the City's success this past year. As Commissioner I am pleased and proud of the recognition which has come to the men and women of the Boston Police Department: Recognition which we share gladly with the individuals, businesses and institutions who have worked so hard to make Neighborhood Policing a reality in Boston; with Mayor Thomas M. Menino who has provided the Department with the resources necessary to implement our plans including the support of the other City departments to help us in dealing with quality of life issues outside the normal responsibilities of the Police Department; and with our partners in law enforcement at the local, state and Federal levels who have gone beyond traditional competition and "turf" issues to focus on results and have shared success with us.

What happened in Boston in 1996 was not success but progress. We had significant accomplishments but we have a long way to go. We did not find a single strategy or a "silver bullet" to solve our problems. We did demonstrate that when a community brings to bear all of its resources in a comprehensive approach to a problem there can be positive outcomes which can serve as the basis for even more effective partnerships in the future. This report will share some of our strategies and successes. I invite you to review it and I welcome you to become a participant in our Neighborhood Policing Initiatives as we move forward, building on this year's efforts.

Sincerely Yours

A handwritten signature of Paul F. Evans in black ink.

Paul F. Evans

# Office of the Police Commissioner



Chief of Staff William J. Good, III

The officers and civilian personnel that comprise the Office of the Police Commissioner (OPC) ensure not only that the Police Commissioner has adequate support in a variety of areas, including legal, strategic planning, research, media, and resource issues, but also that the Commissioner's decisions and planning are efficiently implemented.

In 1996, the OPC's primary focus was to put into effect the Strategic Plan for Neighborhood Policing: a plan created to improve the quality of life for all Boston citizens by reducing citizens' fear of crime. This blueprint for Neighborhood Policing, unveiled in the summer, was an initiative of the OPC and the result of a collaboration between sixteen Strategic Planning teams made up of police officers, church leaders, business people, and concerned citizens from Boston's diverse neighborhoods.

All the offices of the OPC, which includes the Chief of Staff and the offices under his control, the Office of the Legal Advisor, the Office of Administrative Hearings, Department Chaplains and the Office of the Night Superintendent, work diligently on making the Strategic Plan a success.

The Chief of Staff manages and coordinates the activities of the Police Commissioner's staff and assists the

*...the OPC's  
primary focus was  
to put into effect the  
Strategic Plan for  
Neighborhood  
Policing, a plan  
created to improve  
the quality of life  
for all..."*

Commissioner in reviewing, evaluating, and implementing orders and decisions. Offices under the Chief of Staff's control are the Office of Strategic Planning and Resource Development, the Office of Research and Analysis, the Office of Informational Services, and the Office of Labor Relations.

The Office of Strategic Planning and Resource Development examines and develops new initiatives and strategies, assists the Commissioner in communicating policy to the community, identifying and acquiring external funds, and acting as a liaison between the OPC and its counterparts in other local, state, and federal law enforcement organizations. In 1996, the office created the \$1.4 million Strategic Planning Implementation Grant Program as part of the Strategic Plan for Neighborhood Policing. This program supports community organizations

working with the Department in its neighborhood policing efforts. Also, as a result of the office's efforts, the OPC received more than \$500,000 in state and federal funds to support a comprehensive strategy in partnership with community organizations designed to reduce and prevent domestic violence.

The Office of Research and Analysis conducts quantitative and qualitative research and analysis, such as evaluations and surveys, for the Department and also maintains and updates all offi-



*Superintendent  
Robert P. Faherty  
Chief, Night Command*



*Superintendent  
Joseph C. Carter  
Administrative Hearings Officer*



*Deputy Superintendent  
Florastine Creed  
Labor Relations*



*Lieutenant Detective  
Lawrence J. Robicheau  
Special Assistant to the Commissioner*



*James T. Jordan  
Director, Strategic Planning*



*LaDonna Hatton  
Legal Advisor*

cial police publications. In 1996, the office was praised for its work on the 1995 Boston Public Safety Survey, called "the most comprehensive citizens survey on public safety ever conducted in the city" by the *Boston Globe*. Results from this survey were used to develop the Neighborhood Policing concepts outlined in the Strategic Plan.

By representing the Police Commissioner and the Department to the media, the Office of Informational Services keeps the public informed about important public safety issues and Department initiatives. Always concerned with making the Department accessible to citizens, this year the office televised 48 one hour call-in talk-shows on Boston's Cable Network, the most popular show on the channel.

The Office of Labor Relations represents the Commissioner at employee collective bargaining negotiations, conferences and grievance discussions, as well helping develop policies in labor relations and negotiations. This year, the office once again kept command staff which includes bureau chiefs, superintendents, deputies, captains, as well as

the Police Commissioner informed about all grievance and arbitration matters which directly impact the OPC's ability to execute the Strategic Plan.

The Office of the Legal Advisor, which is integral to the OPC's efficient operations provides legal service to the Department by formulating legal opinions on policy matters, giving legal advice to members of the Department, and representing the Department in selected civil litigation. The Office of Administrative Hearings manages the departmental disciplinary hearings and rules on pre- and post-hearing motions. The OPC's Office of the Night Superintendent oversees and supervises police services during the evening and night tours of duty.

By working in unison, all of these offices make carrying out the Commissioner's decisions and the Strategic Plan for Neighborhood Policing possible. In 1997, the OPC will continue its efforts in encouraging greater citizen involvement through Neighborhood Policing by providing continued support to the Police Commissioner.

# Bureau of Investigative Services

Superintendent John P. Boyle, Bureau Chief



The Bureau of Investigative Services used the Department's Strategic Planning Initiative to develop goals which identified the ways in which the Bureau could support the Neighborhood Policing efforts of the eleven Police Districts. The following are examples of initiatives to enhance the investigative support for crime reduction efforts; Identification and targeting of repeat domestic violence offenders; Addressing specific targets designated as problems by District Captains, including bringing in external partners, where necessary; Planning for two-day detective supervisor's retreat to, clarify expectations/roles, outline new procedures for exchange of information, dialogue on improving detective supervision; brainstorm on "best detectives-best practices"

In addition to developing new goals, the Bureau took steps to improve its procedures and practices, including completely revising In-Service training for Detectives, and equipping each of the newly trained officers crime scene kits. Data bases on gang activities have been shared in partnership with other police agencies, expanding their information and their value exponentially. A DNA lab has been added to the Bureau's technical resources and Federal funds have been received for a new, expanded Crime Lab.

The Bureau of Investigative Services also took full advantage of the Partnerships aspect of Neighborhood Policing, working with Federal, state and local agencies on a variety of task forces and joint investigations.

The Bureau of Investigative Services is made up of a number of technical and investigative units all of which operate to support the Department's Neighborhood Policing mission. Highlights of the 1996 accomplishments of just a few of those units are provided below.

*"The objective is to...create an atmosphere where criminals know that their arrest is likely"*

## IDENTIFICATION UNIT

Since 1995, all prisoners arrested in the City of Boston have been booked through the Integrated Identification Imaging system. Through the imaging system, the Boston Police Identification Unit was the first in the country to electronically send fingerprints to the FBI. In October, 1996, the Identification Unit officers started classifying fingerprints and performing verifications on fingerprints obtained from all arrests by the MBTA Police. The Identification Unit processed over 28,000 prisoner bookings for the year 1996.

## BALLISTICS UNIT

In 1996, the Ballistics Unit received a total number of 1,300 cases with evidence from shootings, whether bullets, shell casings or guns, including 1,141



*Captain Detective David I. Walsh  
Assistant Bureau Chief*

seized weapons. 1,131 of these cases were entered in IBIS [Integrated Ballistics Imaging System] resulting in 33 matches. The unit has worked hard to build our database to include all shooting incidents since January, 1995, all homicides since January, 1994, and mini databases for cold cases as far back as 1991.

The Ballistics Unit works closely with the Bureau of Alcohol, Tobacco and Firearms to impact gun trafficking through the firearms tracing program. All weapons coming into the possession

of Boston Police Department are traced back to the original point of sale. This information has been used successfully in several gun trafficking cases.

## **HOMICIDE UNIT**

The City of Boston experienced a near record low sixty-one homicides in 1996. Included in this number were two assaults from previous years which resulted in death during 1996. The Homicide unit professionally and aggressively investigated each of these homicides solving thirty-nine with the expec-



*The Integrated Ballistics Identification System (IBIS).*

tation of indictments in additional cases. The Homicide Unit was assisted by the cooperation of Districts, Divisions and Units which have supported its investigative efforts, with particular recognition to the Youth Violence Strike Force and the Technical Services Division.

## LICENSED PREMISE UNIT

"Quality of Life" issues are a key component of Neighborhood Policing in Boston. This unit placed an emphasis on responding to complaints concerning licensed premises from District Captains, neighborhood associations, universities,



*The gathering of evidence by a Homicide Unit Sergeant Detective.*  
*The gathering of evidence by a Homicide Unit Sergeant Detective*

and Mayor's Office of Neighborhood Services, and the licensing division. They proposed new procedures to resolve a regulatory problem which enabled licensed premises to increase their patron capacity without neighborhood input. The unit also did outreach training for District Supervisors to expand the frequency and effectiveness of licensed premise inspections.

### **SEXUAL ASSAULT UNIT**

A new state Sexual Offender Registry was created in 1996. In response, the Bureau established a Sexual Offender Registry Section within the Sexual Assault Unit. A new computer program was developed with the capability to store and analyze data on offenders and provide the public reports required under the law.

### **DOMESTIC VIOLENCE UNIT**

The unit has established a solid working relationship with dozens of external groups and agencies concerned with every facet of Domestic Violence. In 1996, the PANEC program. Through the PANEC program, victims at risk of abuse from former partners were provided with cellular phones with 9-1-1 capabilities, for use in emergencies. The unit participates in round table discussions and training sessions, as well as maintaining informative statistics for domestic violence, broken down by various criteria.

### **DRUG CONTROL UNIT**

In 1996, there was a 50% increase over the 1995 figures in the number of search warrants executed within the city for drug violations, a 29% increase in arrests for cocaine trafficking, an estimated 60 evictions from drug houses as a result of search warrant executions, and 31 firearms seized.



*The new Crime Kit.*

# DEPARTMENT INITIATIVES

## OPERATION SQUEEZE

*It was a long held impression that the crime of prostitution and its related criminal activity was a problem only in the core of American cities.*

*Based on a city-wide survey of Boston's neighborhoods by the Office of Research & Analysis, prostitution surprisingly was high on the list in many neighborhoods as a quality of life issue that drove the "fear of crime."*

*Operation Squeeze was designed to alleviate this issue. Teams of Boston Police Officers, male and female, assumed the roles of "streetwalkers" and "Johns" in the impacted areas. Once the "streetwalker" was approached and solicited, back up officers in the team, upon signal, moved in and made the arrest. During the past year, over 800 arrests were made in several of Boston's neighborhoods. In a new twist introduced last year identities of those arrested were released to the press. While the major news outlets were reluctant to publish the names and home cities/towns of the "Johns" and prostitutes, the smaller local newspapers and one of Boston's major radio stations did cooperate. This approach became much more of a deterrent when Boston's Cable television cameras were introduced into the courtroom on the day of arraignment.*

*The courts responded with suitable and unique punishments ranging from fines, court costs, mandatory AIDS education, and hours of community services including sweeping and cleaning the very streets that the offenders frequented.*



*Tagger removing graffiti.  
Tagger removing graffiti.*

# DEPARTMENT INITIATIVES

## GRAFFITI

*Before the 1980s, graffiti could best be observed in the prehistoric exhibit of Boston's Museum of Fine Arts, the product of cave dwellers or on a tree here and there expressing the amorous feelings of one for another.*

*Into the 1990s, the emergence of wall writings in the City began to show in all of the neighborhoods and business districts. The markings by themselves had no real meaning in the beginning. The perpetrators were individuals without an identity using the behavior as a means of expressing power and rebellion. Others use the markings to express racism, hatred and obscenities and perhaps the most feared of all, the "taggings" identifying members in a gang. It is that latter term that drives the issue to the forefront: the fear of crime.*

*Realizing the impacts that the continued practice would have on the City was instrumental in passing legislation regulating the sale of the products used to produce the markings. Realizing that to ignore the proliferation of graffiti would be a signal that it was somewhat an acceptable practice, the department attacked the problem immediately. Detectives in the Districts responded to the sites, photographed the markings, recorded as much evidence as possible and then removed the markings as soon as possible. Thereafter, they consulted with police officers of the Massachusetts Bay Transportation Authority, a transit system that had a major problem with graffiti, who are considered experts in this crime. Working in partnership in Allston/Brighton, one particular neighborhood plagued by graffiti, the officers garnered enough information to seek a warrant for the search of an apartment for evidence of the crime. The service of that warrant led to the arrest of a college student attending one of America's premier universities. He and others arrested in other neighborhoods, was brought before the courts where stiff punishment, including removing his own graffiti, was ordered.*

*The danger of the appearance of graffiti and the associated crime that it fosters is emphasized to neighborhood groups to increase their understanding of the crime.*

# Bureau of Administrative Services

Superintendent Joseph V. Saia, Jr., Bureau Chief



The primary function of the Bureau is to serve as a support system to the Department by providing technical, financial, training, communications and other logistical and administrative assistance to the Police Department as it continues to achieve its goal of Community Policing. The Divisions within the Bureau of Administrative Services consist of: Central Supply, Facilities, Finance, Fleet, Hackney, Human Resources, Information Technology, Communications, Support Services, and Training and Education with an overall staff of approximately 70 sworn and 240 civilian personnel.

During calendar year 1996, the Bureau of Administrative Services, in conjunction with the Unit managers, made significant improvements within the Bureau which ultimately contributed to the overall efficiency of the Department, while maintaining the necessary level of support.

## TECHNOLOGY

The Information Technology Group completed Phase II of the Computer-Aided Dispatch (C.A.D.) project. The completion of this project allows the Operations Center to dispatch data from the C.A.D. system to the police officers in the field through Mobile Data Terminals,

installed in police cruisers. Another component of the system allows the "stacking" of calls for service to individual police service units, allowing officers to remain in their assigned sectors, an integral part of the *Same Cop, Same Neighborhood* aspect of Neighborhood Policing.

*...a foundation  
has been  
developed  
whereby police  
and youth  
interact with one  
another...to  
bridge the gap  
between juvenile  
offenders and  
police officers."*

## HACKNEY

The Taxi Inspection Program for Safety (TIPS), which was initiated in September 1996, is designed to promote safety and reduce fear among licensed cab drivers by allowing police officers to periodically stop cabs and check the safety of the driver. All taxicabs participating in the program have decals affixed to each rear side window and in the interior passenger compartment, which informs passengers riding in the taxicabs about the program. The program was created in



TIPS - Officer checks on Taxi Operator  
TIPS - Officer checks on taxi operator



*Ron Mason*  
Assistant Bureau Chief



*Deputy Superintendent*  
Paul F. Bankowski  
Training & Education



*Deputy Superintendent*  
William M. Casey, Jr.  
Information Systems Group

partnership with the Boston taxi industry.

Thus far the program appears to be very successful due to the decrease in the number of serious incidents involving Boston taxicabs from the same time the previous year. Although it may be too early to attribute the lower crime statistics to the TIPS program, feedback from the industry indicates that programs such as this do help to fight fear.

## FACILITIES

Although the Facilities Division is responsible for the maintenance and management of 25 Police buildings, the major on-going effort is preparation for the opening of the new Boston Police Headquarters scheduled for the fall of

1997. The New Headquarters, located just a few miles from the current Headquarters at 1199 Tremont Street, Roxbury, will be a modern state-of-the art facility that will continue to serve the needs of the Boston Police Department well into the new millennium. The building will house all of the Units/Divisions/Bureaus that are located at the current Berkeley Street Police Headquarters, as well as several other units. The building will have a new Crime Lab equipped with the latest in DNA technology to assist with the resolution of certain crimes, a modern communications/dispatch center, and a user-friendly public service counter to assist all visitors.

The entire process, from the initial planning stages to opening day, has incor-



*An artist's rendition of the new Boston Police Headquarters building scheduled to open in October 1997.*

porated the theme of Neighborhood Policing by involving neighborhood groups, academic neighbors, such as Northeastern University and Roxbury Community College, and other community stakeholders.

## FINANCE

The Finance Division has made notable changes and improvements in order to manage the Department's significant fiscal growth in recent years and still meet the daily demands. One notable improvement has been the adaptation of technology to replace outdated reporting methods with real-time reporting generated by various software packages. Overtime, grant, and operating budget reports are produced on a regular basis to notify the cost center/ project managers and senior management of

their financial status. Additionally, the Finance Division has organized and automated all contracts and has designed a utility report which tracks utility usage at all 25 Police facilities.

The Police Department budget has increased significantly in both the operating and external funds to meet the needs of an expanding and changing police mission. That significant growth is documented in the following chart:

Fiscal Year	Operating Budget	External Funds
94	\$ 128,310,000	\$1,628,419
97	\$ 166,980,400	\$9,292,052
% Increase	29.46%	570.62%

The members of the Finance Division are continually striving to improve its



*Boston Police department state-of-the-art Mobile Command Post.*

operation to better serve the Department as a whole. The Strategic Planning Initiative plays a meaningful role in many of the decisions that are made within the Finance Unit. The Strategic Planning Goal for Finance, *To develop an enforceable budget that ensures sufficient resources and personnel to Achieve the BPD mission* is essential for the Department's success because it allows the command staff to move forward with its mission of Neighborhood Policing.

## TRAINING AND EDUCATION

In addition to its responsibility for the Boston Police Academy's six month recruit training process and in-service training, the Training and Education Division has been involved in many new initiatives. During 1996, 253 Boston

Police Department student officers and field training officers participated in the *Facing History and Ourselves* program. This nationally recognized program has trained students and educators at various levels in an examination of racism and prejudice over the past twenty years.

Also in keeping with the Neighborhood Policing Initiative was the implementation of the "Make Peace with Police" teaching program. The program is an interactive teaching program that unites student officers and juvenile offenders to "break down" the negative, stereotyped images the two groups traditionally hold of each other.

Along the same lines as the Make Peace with Police Program is the new course entitled "Juvenile Issues", intro-



Pedestrian Safety training for children,



*Cadets head the Dorchester Day Parade.*

duced to 98 student officers in the Boston Police Academy in 1996. The course permitted student officers to attend weekly group sessions with juvenile offenders at the Massachusetts Department of Youth Services' Judge Connelly facility. In addition, the Juvenile Issues course brought six incarcerated youths to the Academy for an entire day of role-playing exercises. The role plays were written by the youths and described some of their past negative experiences with the police.

As a result, a foundation has been developed whereby police and youth interact with one another and are able to develop relationship building techniques

in order to bridge the gap between juvenile offenders and police officers. Police are one of the key resources available to these young people. Several student officers have since encountered these former juvenile offenders after their release and the officers were gratified at how quickly these young folks approached them to begin an open dialogue.

# DEPARTMENT INITIATIVES

## ***Crime Analysis Meetings***

*Crime Analysis Meetings are used as a forum to address Part One crimes and various quality of life issues, such as loud parties, youths congregating, public drunkenness, vandalism, etc. It is the goal of these meetings to share the different crime prevention and control strategies used by the Districts and Special Units. Furthermore, these meetings foster the habit of thorough examination of crimes and possible trends that may develop. By sharing this information, it is found that other Districts may experience similar difficulties, and in turn may also institute similar strategies within their area of command.*

*How is this information provided? Using a sophisticated incident and mapping database, the Department's Research and Analysis Office provides Part I information in various formats. These formats include line and bar graphs depicting the total number of crimes sorted by month, day, and time of day. Maps of each District are created to give a visual quality so personnel are able to determine the sector, neighborhood, and street where these crimes are occurring. By organizing the information in such a fashion, that numbers are no longer seen as abstract figures; they are given substance and placed into a working context. This information is given to the District Captains, and members of the Command Staff, which is not to say that the District personnel are restricted from this information. To the contrary, it is encouraged that the Captains review this information with members of their staffs which include all levels of personnel.*

*Once this data is received by the Captain it is reviewed for any crime trends occurring in a particular sector or neighborhood. If a pattern is identified the specific incident reports are pulled to determine any relationship in the crimes being examined. From this thorough examination the Captain and his/her staff may then begin to develop strategies that may resolve these problems. These "Best Practices" are then discussed during the Crime Analysis Meetings and shared throughout the Department.*

# Bureau of Internal Investigations



Superintendent Ann Marie Doherty, Bureau Chief

By insuring that the highest standards of integrity and professionalism are maintained, the divisions of the Bureau of Internal Investigations (BII) promote the professionalism of the entire Department.

BII is made up of the Internal Affairs Division, Auditing and Review Division, Staff Inspection Division, and Anti-Corruption Division. BII personnel proactively utilize various investigative/ management tools and expertise found within its Units to assist other Bureaus within the Department. The Bureau provides a continuum of investigative evaluation processes to accomplish the values of the Boston Police Department.

## INTERNAL AFFAIRS DIVISION

Last year, the Internal Affairs Division (IAD) continued to manage all complaints received concerning personnel and the Department's operational procedures or policies. Through the use of the *Early Intervention System*, the Division has continued to enhance the quality of potentially troubled officer's personal and work life. IAD also supervises the Recruit Investigation Unit in processing and testing individuals for the position of Police Officer. IAD has continued to utilize a case tracking system to

assist in completion of its caseload. IAD proudly reports that there is a decrease in the number of cases received from previous years.

## AUDITING & REVIEW DIVISION

*...we do work  
with the  
individuals that  
we come in  
contact with to  
instill in them a  
feeling of  
confidence in  
the Boston Police  
Department..."*

The Auditing and Review Division continued to evaluate departmental performance. The Division initiated department-wide audits and review of the following procedures to ensure compliance with various Department Rules and Procedures including: Search Warrants, Parking Tickets, Confidential Informant records, M/V Pursuit Reports, Ballistic Unit evidence and records, Tow Lots, District Records, Property and Evidence Rooms. Auditing also developed a transfer procedure and assisted in relocation of Drug Depository evidence.

## ANTI-CORRUPTION DIVISION

The Anti-Corruption Division (ACD) continued to monitor issues that involve the integrity of the Department and to investigate allegations of corruption and criminal abuse of authority. The ACD also provides training and guidance on the Department's Public Integrity Policy to both the police and general community.

# DEPARTMENT INITIATIVES

## BUREAU OF INTERNAL INVESTIGATIONS AND NEIGHBORHOOD POLICING

*In keeping with the spirit of Neighborhood Policing, much of the work of the Bureau involves working with other law enforcement agencies.*

*The Bureau embraces the themes of planning and partnership, actively forming relationships with many other law enforcement agencies at the local, state, and federal levels. The Bureau's IAD unit also conducts classes at the Citizen's Police Academy.*

*In a unique partnership, the Bureau participated in a joint application with the Boston Police unions to obtain funding for a stress reduction program for officers and their families; funding for this project is still being pursued. During the fall of 1996, staff from the Internal Affairs Division conducted classes on the Internal Affairs process. The instructions consisted of a breakdown of the different units that make up the Bureau of Internal Investigations and explanation of the process for complaints filed and the standards that are used to arrive at a recommendation relative to the complaint.*

*Although the Anti-Corruption Division (ACD) does not have any day to day contact with specific neighborhood or community groups, Lt. Det. Dowd states "we do work with the individuals that we come in contact with to instill in them a feeling of confidence in the Boston Police Department through aggressive and thorough investigations into allegations of corruption." The most important partnerships formed are those with various prosecuting agencies. The ACD continuously and successfully works with the Offices of the Suffolk County District Attorney, the Massachusetts Attorney General, and the United States Attorney during all stages of investigation and prosecution. Through the Division's work with the ATF, State Police, and others they have a greater scope of investigative tools and practices to enhance their job performance.*

*The Boston Police Department utilizes the Anti-Corruption Division to facilitate open communication between all employees in order to work towards a corruption free work environment. This process is accomplished by meetings with District Commanders to discuss issues of concern, training at the Police Academy during Professional Development and promotional training to emphasize direct communication between ACD individual employees and supervisory staff.*

# IAD Complaints 1988 - 1996



1996 shows a small decrease in total complaints received. Of those filed, 27% were initiated by fellow officers or supervisors; in 1991, only 11% of all complaints were internally generated.



\* These reflect miscellaneous categories of allegations. No one category amounts to 3% of the total

## Percentage of BPD Officers by Number of Complaints Received 1996



The number of officers with multiple complaints decreased significantly since 1992. Through an increase in supervisors, on-going training, and identification through the Early Intervention System, the Boston Police Department hopes to see this improvement continue.

## Types of Situations from which Complaints Against BPD Officers Arose 1996



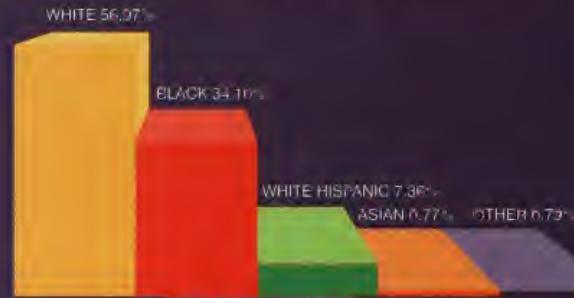
Complaints against officers can arise from many different situations.

\*The Domestic Violence percentage does not include those situations where a spouse initiates a restraining order, subsequently has it dismissed and does not participate in IAD investigation. Two other categories of situations reflected in earlier years are not noted. One is "Booking/Station" there was only 1 complaint (.41%) and the other is "Threshold Inquiry" as there were 0 complaints recorded in this category.

## Racial Analysis of All Boston Police Officers 1996



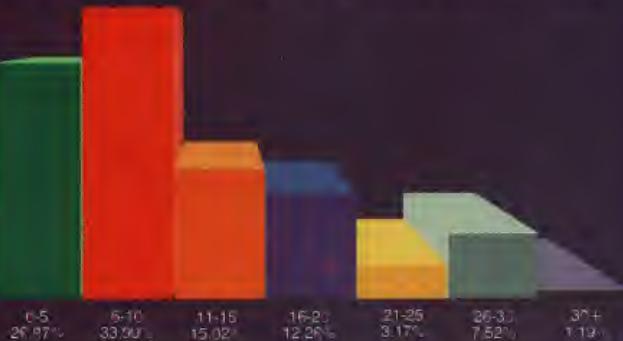
## Racial Analysis of Boston Police Officers Receiving Complaints



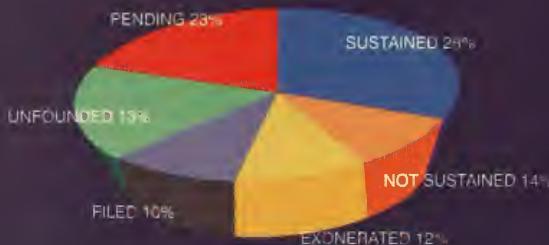
### Age Distribution of BPD Officers Against Whom Complaints Are Filed



### Years of Service of BPD Officers Against Whom Complaints Were Filed



## Dispositions of 1996 Complaints Against BPD Officers



Upon completion of an investigation of a complaint against an officer, the I.A.D. investigator compiles a report and submits it with his/her recommendation to the I.A.D. Team Leader. After review, the reports are forwarded through the chain-of-command to the Chief of the Bureau of Internal Investigations (B.I.I.). After the Chief of B.I.I. reviews and accepts the reports, the completed report with a recommended finding is forwarded to the Legal Advisor for the Boston Police Department; and ultimately to the Police Commissioner.

Every allegation of misconduct is assigned one of the following findings by the Police Commissioner:

**SUSTAINED** Sufficient evidence supports the complainant's allegations and the offending officer is subject to disciplinary action.

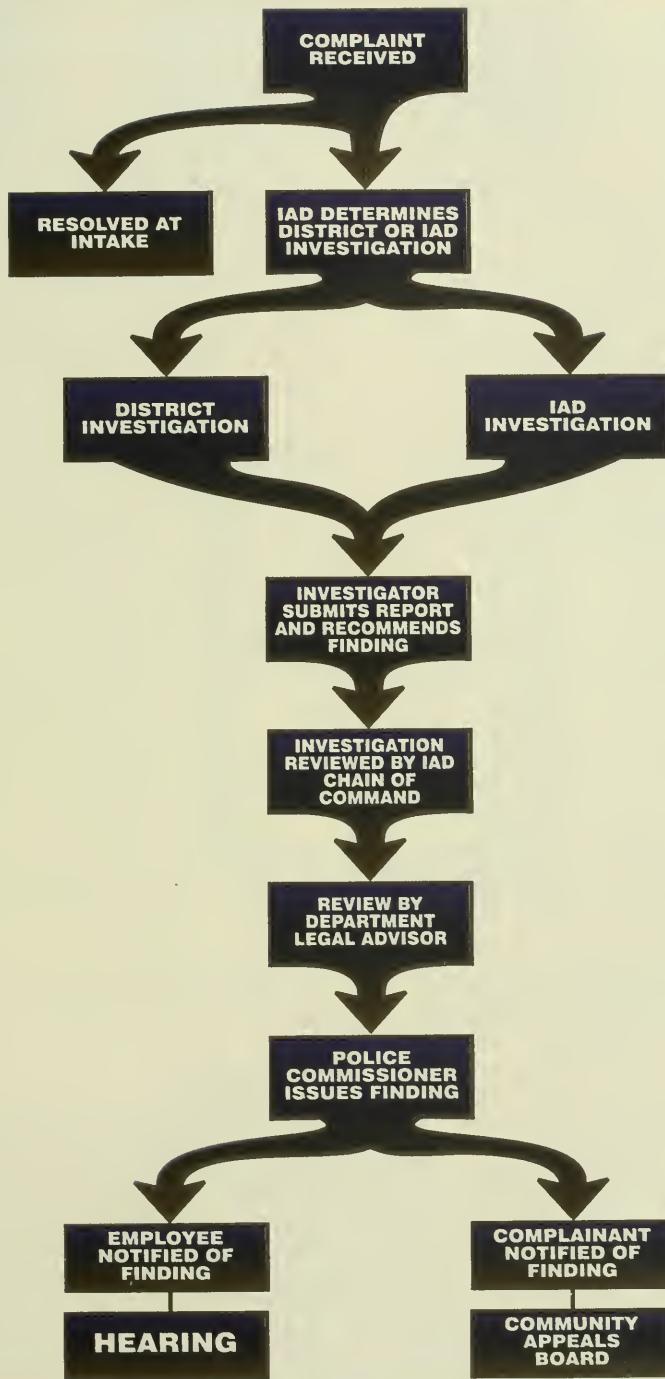
**NOT SUSTAINED** Investigation failed to prove or disprove the allegations.

**UNFOUNDED** Investigation reveals complained of action did not occur.

**EXONERATED** Complained of action did occur - however action was reasonable, proper and legal.

**FILED** The matter is placed on file without any disposition.

If a citizen is not satisfied with the investigative process he/she may make an appeal to the Community Appeals Board.



# Bureau of Field Services

Superintendent James M. Claiborne, Bureau Chief



The Bureau of Field Services (BFS) is the largest Bureau in the Police Department, consisting of 1,797 sworn officers and 351 civilian personnel, including 175 recruit officers who graduated from the Boston Police Academy during 1996. Its primary responsibility is to translate the Department's Neighborhood Policing philosophy into practical policing strategies.

The Bureau is organized into 11 full-service neighborhood police stations: the Operations, Special Operations, and Special Police Divisions, the Special Events Unit, and the Neighborhood Crime Watch Program. All divisions report directly to the Bureau Chief.

The main goals of BFS are to provide efficient, effective delivery of police services and to foster problem solving strategies and techniques for patrol officers as they work with their community partners.

The three tenets of the Department's Neighborhood Policing strategy, *Partnership, Problem Solving, and Prevention*, are best illustrated by the BFS organization model. Partnership is the foundation of the design and implementation of citywide policing strategies. The importance of teamwork, accountability, and ownership are emphasized with both sworn and civilian personnel.

In keeping with Commissioner Evans' promise to assign the same officer in each neighborhood for each shift. The Bureau of Field Services implemented a new patrol plan and strategy, known as "Same Cop/Same Neighborhood", on July 1, 1996. This re-sectoring created a staffing plan of 54 beats throughout the City allowing one officer to personally patrol the same neighborhood beat for the first time in decades. The plan became fully operational in all 11 Districts across the city on July 10, 1996.

This "Same Cop/Same Neighborhood" philosophy provides the necessary support for the officers and residents to effectively solve crimes and eradicate fear in their neighborhoods. The problem solving process is intended to identify significant and chronic crime and disorder in a given sector.



Beat officer in the neighborhood.  
Beat officer in the neighborhood.



*Deputy Superintendent  
Donald L. Devine  
Assistant Bureau Chief*



*Deputy Superintendent  
Edwad R. Eagar, Jr.  
Night Command*



*Deputy Superintendent  
Gerard McHale  
Night Command*



*Deputy Superintendent  
Pervis Ryans  
Night Command*

By identifying and working with community based organizations, recreational facilities and other local institutions, officers serve as resources for solutions.

Monthly audits of the "Same Cop/Same Neighborhood" program began in September to monitor the compliance by District and shift. Initial reports found that compliance was in the 70-75 percentile range in each District. The audit conducted for November 1996 showed the average to be 87 percent, with six Districts reporting as high as 90 percent compliance. This represents a major change in the operational and organizational culture of the Department.

In similar fashion, 98 student officers conducted field problem solving exercises throughout the City's 11 neighborhood business districts during the 1996 holiday season, adding significantly to the normal holiday patrols. The members of recruit class 33-96 were assigned to the same beats each shift throughout the month of December.

Beat profiles and problem solving reports were provided to each student officer on each beat during the busy holiday shopping season. The officers were encouraged to meet the merchants, business people and residents of the neighborhoods as well as the thousands of visitors and shoppers in the downtown area. Partly due to the effort of the student officers, the City enjoyed one of the safest holiday seasons on record during the 1996 season.

Three programs, vital to the successful implementation of Neighborhood Policing, are coordinated from the Office of the Chief of the Bureau of Field Services: the Neighborhood Crime Watch Program, the Youth Service Officers and the Senior Response Program.

## **NEIGHBORHOOD CRIME WATCH PROGRAM**

The Neighborhood Crime Watch Unit contributes to the overall implementation of neighborhood policing. Now in its 12th year, the Neighborhood Crime Watch Unit of the Boston Police Department has over 900 crime watch groups throughout the City of Boston. Crime Watch groups are one of the most effective tools for building partnerships that really work between residents and police and for reducing fear in the neighborhoods of Boston. They bring people of diverse backgrounds together with one common goal: safer neighborhoods.

### **Crime Watch Facts:**

The number of residents attending Crime Watch meetings in 1996 = 4,282.

The number of residents attending Crime Watch meetings since the program began in 1985 = 49,706.

The number of Crime Watch meetings the unit has facilitated since 1985, 2,681.

Crime Watch participants work with their neighborhood beat officers to prevent criminal activity and in doing so, play an active role in reclaiming their "sense" of neighborhood. They are the eyes and ears of the neighborhoods and help officers solve crimes by providing valuable information to police.

## YOUTH SERVICE OFFICERS

The Boston Police Youth Service Officers (YSO) are coordinated out of the Bureau of Field Services, Office of the Chief. Youth Service Officers must constructively alter attitudes towards and perceptions of drug abuse, gang affiliation, violence, crime and the role of the police officer in a civilized society.

Youth Service Officers in the Boston Police Department take an active role in addressing the increasing problem of gangs, drugs and youth violence in Boston by implementing and teaching the Gang Resistance Education and Training (GREAT) Program and the Drug Awareness and Resistance Education (DARE) Program.

These officers are trained to help elementary and middle school children set

goals for themselves, resist peer pressure, learn how to resolve conflict and understand how gangs, drugs and youth violence negatively impact the quality of their lives

Since 1994, Youth Service Officers have provided GREAT and DARE training to over 40,000 youngsters in the Boston School System. These programs are made possible through partnerships with the Federal Bureau of Alcohol, Tobacco and Firearms (ATF), the Massachusetts Executive Office of Public Safety (EOPS), the Boys and Girls Clubs of Boston, Police Activities League (PAL), the Suffolk County District Attorney's Office, the Department of Youth Services, the District Courts of Boston, the Outward Bound Program and numerous other community organization and local businesses.

Both programs aim to educate young children about the dangers associated with drug abuse & gang affiliation. In complete cooperation with the Boston School Department, a fully uniformed officer enters classes in grades 3,4,5, and 7 to instruct the students on the dangers of drug abuse and gang affiliation. These programs allow officers to remain in contact with the classes throughout the entire year.

The Youth Service Officers reaffirm the lessons taught during the school year through educational programs and recreational activities during school vacations. The activities, such as white water rafting, ski trips, and Outward Bound excursions, impart a strong sense of accomplishment, skill and confidence, and provide a "safety net" that is unequivocally the essence of Neighborhood Policing.



At the P.A.L. gym.  
at the P.A.L. gym.



*Youth Service Officer in school.*

*2000 SET - we expect no less.*

The Youth Service Officers also collaborated with numerous municipal and private agencies to provide athletic leagues and youth-oriented social events. Youth Service Officers are involved in basketball leagues, a boxing program, several karate programs, a volleyball league, several street hockey, baseball, and soccer leagues. Officers are also involved with three Boston Police Explorer Scout Troops and a "Youth and Student Athlete" Program with area colleges and universities.

The overall goal of the Youth Service Officers is to establish working relationships, trust, and understanding between police, neighborhood youth, and the community by maintaining an open dialogue. The relationships established between the YSOs and their students

provides the Department with an insight into the concerns that the young residents of Boston face each day.

### **SENIOR RESPONSE UNIT**

The Senior Response Unit is currently made up of eight specially trained Senior Response Officers (SRO) responsible for providing direct assistance to elderly residents of the City of Boston. The Senior Response Officer responds to any and all crimes against the elderly within their District and conducts safety and security programs for the elderly. The Unit also acts as a liaison to the various City and state departments that deal specifically with senior citizen concerns and meets regularly with the Elderly Affairs Commission. This collaboration helps the SROs and the Commission to solve

problems affecting the elderly community together.

The Senior Response Officers also provide safety inspections of all public and private elderly housing units for the Inspectional Services Department of the City of Boston. In order to perform these inspections, the officer must have attended the eighty hour Crime Prevention Officer School provided by the Massachusetts Criminal Justice Training Council. Due to the increasing number of elders in our society, the Senior Response Program has become an important facet of Neighborhood Policing.

### SPECIAL EVENTS UNIT

The Special Events Unit designs operational plans and the deployment of personnel for major special events and dignitary visits taking place within the City of Boston.

All special events that occur in the City require planning and coordination around traffic patterns, crowd control, and most importantly, public safety for



*Typical day for Mounted Patrol Hostlers.*  
*Typical day for Mounted Patrol Hostlers.*

participants, spectators, and event hosts. Some of the largest events that occurred in Boston during 1996 include the 100th running of the Boston Marathon, the US Olympic Trials, and the National Hockey League All-Star Game at the Fleet Center.

The Special Events Unit is also responsible for organizing site locations, motorcade routes, and coverage for all dignitary visits. These visits require an immense amount of planning and coordination with other agencies, such as the US Secret Service, State Department

Officials, and various other law enforcement agencies.

The Special Events Unit has been able to ensure the highest degree of security and public safety for the special events, dignitaries, event participants, as well as the local and federal law enforcement personnel involved.



*Mother Theresa visits Boston.*

# **DEPARTMENT INITIATIVES**

## **OPERATION NIGHT LIGHT**

In a ground-breaking collaboration between probation officers and the Boston Police Department, Operation Night Light aims to make communities safer by involving police, parents, and peers in ensuring that young people on probation do not stray back into trouble.

Operation Night Light sends police and probation officers on nightly visits to the homes of youths on probation to ensure that they are in compliance with the terms of their probation. The teams make regular home, school, and work site visits to enforce curfews or court-designated area restrictions. These house calls serve simultaneously to provide for a more interactive relationship between the probation officers, get the parents involved in the child's probation, and serve notice to other youths that police and probation officers are serious about their mission. Communication with the Boston School Department and with area social agencies is also essential to the success of the program, as the officers also make it a top priority to discuss substance abuse prevention and treatment with each probationer.

Since its implementation, the number of Boston probationers who comply with their probation has increased dramatically. One probation officer has commented that from 1990 to 1994, 68 of his youthful clients had been murdered. Since 1995, he reports that three have been murdered. By involving the community and encouraging responsibility, Operation Night Light has proved to be a dramatic success.



*A probation officer, accompanied by Boston Police Officers, visits the home of a probationer.*  
A photo of this officer was captured by Boston Police Officers, Boston Police Department.

# DEPARTMENT INITIATIVES

## OPERATION CEASE FIRE & BOSTON GUN PROJECT

*The prevalence of gangs in some of Boston's neighborhoods has directly and adversely affected the quality of life for the residents of those communities. Sometimes lured into gangs with the promise of "family," companionship, and safety, gang members often resort to vicious, destructive behavior. Under the Anti-Gang Strategy partially funded by the Department of Justice, Boston has implemented Operation Cease Fire, a two-part, Zero Tolerance gang strategy in Roxbury, Dorchester, Mattapan and the South End.*

*Through this operation, the Youth Violence Strike Force (YVSF) has attempted to disrupt the organizational structure and criminal activity of street gangs in an effort to reduce fear and improve the quality of life for the residents.*

### OPERATION CEASE FIRE

*One such operation was developed to address the criminal enterprise of the Intervale Street Posse, a notorious street gang operating in the Intervale Street, Normandy Street and Brunswick Street area. Recognized as one of the first and most violent organized street gangs to emerge in Boston in the late 1980s, this gang operated a lucrative crack distribution organization in that area, controlling it through years of threats, intimidation, and violence. Their feuds with neighboring gangs have constantly plagued the neighborhood with gunfire and bloodshed.*

*Beginning in February of 1996, gang members were approached by officers and informed that unless the acts of violence and shooting incidents ceased, the police would remain in the area, arresting them for any and all infractions of the law. In the following months, undercover drug buys were made from Intervale gang members, ranging from street level amounts of crack, to larger purchases of three and four ounces of crack cocaine.*

*YVSF officers continued to be a daily presence in the area, arresting all individuals wanted on outstanding warrants and working closely with other law enforcement agencies to ensure that gang members who violated court imposed conditions were removed from the street.*

*In August, things began to heat up in the neighborhood. Intervale began another bout of violent feuds with rival gangs. subsequently the YVSF secured indictments against 22 Intervale Street Posse gang members.*

At 4:00 a.m. on August 29th, approximately 100 law enforcement personnel from Boston, State, DEA, and ATF stood roll call and received their assignments to apprehension teams. At 5:30 a.m., all teams were in place, near their primary locations and, at the given time, simultaneously hit ten different locations resulting in the arrest of nine of the intended targets.

When it was all over, 22 gang members were arrested, five vehicles and \$6,800 in cash seized, four handguns were recovered and hundreds of grams of crack cocaine with a street value of \$100,000 to \$200,000 was confiscated.

Currently all the gang members are awaiting trial. Fifteen were indicted on federal drug-related charges; the remaining seven were indicted on state drug charges. If convicted, sentences would range from a minimum of ten years imprisonment to a maximum of life in prison.

At last, peace has been restored to a neighborhood.

### **THE BOSTON GUN PROJECT**

As part of a strategy focusing on "hot spots," the Boston Police Department has implemented another interagency project, the Boston Gun Project, to focus on the supply side of gun crimes.

The work of the Boston Gun Project is integrated into the overall "Operation Cease Fire" strategy. Firearms have played an increasing role in the rates of crime committed by and against youths throughout the City. In Boston, information about the way youths illegally acquire firearms is used to shape a crackdown on this "market". The Boston Gun Project uses increased emphasis on the Bureau of Alcohol Tobacco & Firearms (ATF) traces and post-arrest debriefings to identify the sources of illegal firearms.

In collaboration with the Suffolk County District Attorney's Office, the U.S. Attorney's Office, ATF and researchers from the Kennedy School of Government at Harvard, increased enforcement efforts are directed against those who supply or traffic in illegal firearms, both in-state and interstate. By using federal firearms laws, the project makes the market much less hospitable by strategically removing the most dangerous gang and drug offenders from the streets, and stemming the flow of firearms into Massachusetts.

The Boston Gun Project has also cracked down on felons who are prohibited from owning firearms, and severely punishes those who put guns into the hands of juveniles and older gang members. With the ongoing sharing of information about both the supply and demand for firearms, the Gun Project is targeting its resources for maximum impact.

# Operations Division

The Operations Division has contributed to the Department's commitment to Neighborhood Policing through its active involvement in "Same Cop/Same Neighborhood" plan.

In 1996, Enhanced 9-1-1 (E-911) was introduced to the City of Boston. Unlike its counterparts in other communities in the state where only one telephone exchange is dominant; Boston's system had to be designed using multiple exchanges. It was the largest E-911 project in New England. The implementation of the program provides the police with an identity of the caller and allows for the dispatch without a word being exchanged over the telephone.

The Computer Aided Dispatch (CAD) system was reprogrammed so that it suggests only one unit to respond to low priority calls within an assigned beat. If the suggested unit is engaged, the call is held (stacked) until the unit is free.

In addition, whenever possible, Operations routes the lower priority calls to the Neighborhood Interaction Unit (NIU). The NIU takes police reports from citizens whose call for service do not require a police officer to respond in person. Each of these calls handled by the unit saves approximately

Captain Frederick Daniels, Commander



one hour of a police officer's time in the field adding up to as much as 21,600 hours of police services a year. The CAD system notifies NIU when projected unit assignment times have not been honored. The NIU operator is responsible for calling citizens back to give them the option of reporting the incident by telephone or have the system recalculate the estimated time of police service.

*"...operator is responsible for calling citizens back to give them the option of reporting the incident by telephone..."*

Boston found that 60% of the E-911 calls were generated from only 10% of the city's addresses. In response a monthly computer printout of the high call for service addresses is produced. The officers use this information in a proactive attempt to resolve the situation that induces the calls.



An E-911 dispatcher.

1996 Boston Police Annual Report

# Special Police Division

The Special Police Division is a coordinated effort of the Boston Housing Authority Police and elements of the Boston Municipal Police to provide police services to the City's twenty-seven family housing developments.

In addition to normal patrols throughout the City, one strategy employed by the Division involved a sweep team targeting one or two public housing developments in each neighborhood of the City for "quality of life" sweeps each week, continuously patrolling the designated area from dusk until dawn.

These sweeps, planned with input from community leaders, targeted street level drug dealers, public drinkers, disorderly persons, trespassers, and prostitutes. A "zero tolerance", arrest-on-site approach to quality of life crimes was employed. Instead of simply reacting to calls for service from citizens, the team actively involved residents in and around the developments, in identifying problems, gathered the resources needed to address the problems, and targeted offenders. This aggressive, proactive effort lead to a significant reduction in calls for service to public housing in 1996, down 25% from 1995.

In addition, each Boston Housing Authority (BHA) family development is now assigned a regular neighborhood beat officer who is responsible for both crime and quality of life issues within his or her assigned development.

Based on input from residents, managers, and officers, and on the analysis of

Deputy Superintendent  
Philip M. Virti  
Commander



crime statistics, the Special Police Division revised the traditional hours of deployment of the officers. Most officers currently work either 10:00 a.m. to 6:00 p.m. or 6:00 p.m. to 2:00 a.m.. These revised hours allow for deployment of high visibility foot patrols, bicycle patrols, and cruiser patrols during peak activity hours.

Development-based policing teams consisting of the neighborhood beat officer, the development manager, and the development youth worker have been formed, and meet monthly to devise strategies and to evaluate problem-solving efforts at the particular development. The beat officers, working closely with management, have been able to significantly increase the number of drug arrests in the developments, and have been able to identify and arrest numerous drug users who trespass onto BHA property to buy drugs or to prey on the development's inhabitants. Officers also work with housing management to assure the eviction of residents who are convicted of committing crimes within the developments.

*"Instead of simply reacting to calls for service from citizens, the team actively involved residents... in identifying problems..."*

The development-based policing teams also meet with the tenant task forces and residents of their respective developments on a regular basis to keep the lines of communication open between the police and the community. In these meetings, tenants and police share information, define priorities, solve problems, and coordinate activities, particularly youth activities.

# Special Operations Division

Deputy Superintendent  
William Johnston  
Commander



**A**side from offering its specialized services in patrol, tactical, and selective enforcement operations in times of crisis, the Units that comprise the Division are educating and training the community through innovative outreach programs.

The Units that make up Special Operations respond to situations requiring a high degree of specific knowledge. Special Operations is divided into four distinct areas: the Tactical Support Group, Environmental Safety Group, Youth Violence Strike Force, and School Police Safety Coordinator.

## TACTICAL SUPPORT GROUP

The Tactical Support Group is comprised of the Mobile Operations Patrol Unit, the Entry and Apprehension Team, the Canine Unit, and the Mounted Patrol Unit.

The Mobile Operations Patrol Unit is the Department's motorcycle unit, used for traffic enforcement, routine patrol, dignitary protection, and some tactical operations. The Unit's goal is to ensure public safety and to mitigate instances of community complaints. The Unit's efforts to reach out to the community include training programs as well as high visibility in the community. The Mobile Operations Unit has responded to many

requests for traffic enforcement from neighborhood groups throughout the City. By enforcing motor vehicle laws, the Unit has made Boston's streets safer for pedestrians and drivers. The Unit has also been represented at many neighborhood meetings and has participated in events, such as parades, rallies, and children's presentations.

*...aside from offering services in times of crisis, the units that comprise the division are educating and training the community through innovative outreach programs."*

The Entry and Apprehension Team is trained in tactics, physical training, qualifies with weapons, utilizes equipment, and responds to situations involving suspected armed and dangerous individuals or groups. In addition, the Team responds to barricaded suspects and hostage situations.

Committed to Neighborhood Policing by supporting the Department in these hazardous situations, the Entry and Apprehension Team has also collaborated with other Units in Special Operations. For example, the team has worked with the Youth Violence Strike Force to secure premises, making potentially dangerous forced-entry situations more safe for District police officers.

The Canine Unit responds to City-wide situations that require the use of specially trained dogs in search procedures and other specialized operations. The Mounted Patrol Unit provides and coordinates horses and mounted police offi-

cers to patrol a variety of areas in Boston, particularly those inaccessible to cars. The Unit also takes care and transports horses needed by the mounted police officers of each District. This year, in addition to increasing their visibility in the downtown areas, both of these Units formed new partnerships with community organizations, which in turn helped them improve the Units and upgrade their facilities. The Units worked together with Boston University to create informational aids, including a Canine Unit training video and a publication that outlines the animal and equipment donation process.

## ENVIRONMENTAL SAFETY GROUP

Another group within Special Operations, the Environmental Safety

Group, consists of the Harbor Patrol Unit, Hazardous Materials Response Unit, and the Explosive Ordnance Unit, all of which are committed to responding to environmental threats in Boston, while educating the public about environmental safety issues.

The Harbor Patrol Unit patrols the waterways in Boston Harbor, enforcing all laws and regulations pertaining to the water. In addition, the Harbor Patrol Unit has made a commitment to helping arbitrate harbor issues between residents and operators that use the Boston Harbor. In 1996, the Unit successfully helped resolve complaints from live-aboard residents on a ship in the East Boston waterfront and the operators of a high-speed passenger ferry service. The Harbor Patrol Unit is committed to edu-



*Mounted Patrol officers.*

*Mounted Patrol officers.*



*Mobile Operations Patrol Color Guard.*

cating its officers and the community. It is currently developing two new programs that will introduce teens to the underwater world. One will offer diving lessons; the other will be a field trip-oriented marine education program.

The Hazardous Materials Response Unit responds to emergencies involving hazardous materials found in Boston. This Unit also enforces environmental laws regarding the proper storage, transportation, and disposal of hazardous materials.

The Explosive Ordnance Unit, or Bomb Squad, not only handles potentially dangerous bomb threat situations, but is involved in educating the community about bomb threat management. In

1996, the Bomb Squad created presentations for the business community that effectively explained how to handle a telephone bomb threat. These presentations were praised by business community members for their ability to make businesses feel less defenseless in these panic-invoking situations. The Bomb Squad also produced and distributed a publication that helps teach District patrol officers what to do on the scene of a bomb threat; this publication is especially important since District police officers frequently arrive at the scene first.

#### **YOUTH VIOLENCE STRIKE FORCE**

The goal of the nationally recognized Youth Violence Strike Force is to eradicate gang-related violence and crime in

Boston's neighborhoods. In an effort to reduce fear and improve the quality of life in areas plagued by gangs, the Youth Violence Strike Force disrupts the organizational structure and criminal activity of these gangs. Among the Unit's greatest accomplishments in 1996 was the arrest and indictment of the Intervale Street Posse. In conjunction with the U.S. Attorney's Office, the Suffolk County District Attorney's Office, and the Drug Enforcement Agency Task Force. The Youth Violence Strike Force arrested twenty-two members of one of the most violent organized street gangs. The Intervale Street Posse operated a lucrative crack-cocaine distribution business in the Intervale Street area, and used threats, intimidation, and violence to keep the organization thriving and the neighborhood in fear. The Unit has made, and continues to make, the neighborhoods of Boston secure by infiltrating and eradicating violent gangs.

## SCHOOL POLICE SAFETY COORDINATOR

The fourth area in Special Operations, the School Police Safety Coordinator, is charged with keeping Boston Public Schools safe. The Unit, which reports both to the Department and the Boston School Committee, ensures that the Department and the School Committee are communicating and collaborating in promoting a safe learning environment for all Boston Public School students.

Each of these Units plays a vital role in keeping Boston neighborhoods safe whether from gang violence, environmental disasters, or traffic violators. Their role in educating and training Boston's citizens is just as important. By doing more outreach to the community, Special Operations has contributed significantly to the Department's goal of reducing fear of crime in all of Boston's neighborhoods and giving the community back to its residents.



*Harbor Patrol.*

# DEPARTMENT INITIATIVES

## YOUTH & STUDENT ATHLETE PROGRAM

*The "Youth and Student Athlete Program" is a partnership between the Police Department's Youth Service Officers and athletes from five area colleges: Boston College, Boston University, Harvard University, the University of Massachusetts at Boston and Northeastern University.*

*Youth Service Officers identify kids between the ages of ten and fourteen, in the need of guidance. The youth are transported by the Youth Service Officers to a university or college where they will interact with student athletes. This is accomplished through campus tours, sporting clinics and admission to sports events, such as football and basketball games.*

*This program has been a tremendous success. Not only have youth gained valuable knowledge and made new friends, but some of the college athletes have traveled off-campus to volunteer their services at local community centers.*

*Last April, the Youth Service Officers received a call from Boston University's Assistant Athletic Director Larry Fudge. He said that football coach Tom Masella would like to host a group of local youth to a spring football practice and cook-out with the team. Among the 100 youth that attended was a thirteen-year-old paraplegic named Milton.*

*Milton needed a leg prosthesis and crutches to get around. During the football clinic with the players, Milton had to remain in the stands. Coach Masella directed several of the players to hang out with him in the stands. They gave him a game shirt autographed by the entire team. After the clinic and two games of touch football with the players, everyone enjoyed a cook-out. On the way home, Milton told his Youth Service Officer that it had been the best day of his life.*

*Coach Masella invited the group back to Nickerson Field for a cook-out and the last football game of the season. When Coach Masella saw Milton in his shirt, he invited him to stay on the sidelines with the team for good luck and inspiration. Boston University may have lost their game that day, but fifty odd players and Coach Masella were huge winners in the eyes of a hundred youth and sixteen Youth Service Officers. Final score for the Student Athlete Program: 167 wins and no losses.*

# DEPARTMENT INITIATIVES

## YOUTH SERVICES PROVIDERS NETWORK (YSPN)

*In July of 1996, acknowledging the need to establish a more organized method of reaching the at-risk youth of the Mattapan community, Area B-3 hired a civilian clinical manager to create and organize innovative ways of providing social services and referrals to Boston's most at-risk youth and families.*

*The Youth Service Providers Network (Y.S.P.N.) is a partnership between the Boston Police Department and the Boys and Girls Clubs of Boston. This network provides police officers with a referral mechanism for at risk youth and their families. Through this mechanism, police officers can make referrals to community social service providers.*

*The Y.S.P.N. gives officers another tool they can use to help youth and families in their community. Member agencies within the network have developed a Case Management Referral Mechanism that allows police officers to help serve youth and families with just one phone call. The officer simply calls the network with the name and phone number of a youth in need of service and the network begins outreach to the youth and his or her family.*

*The Network provides at-risk youth and their families with intensive case management services including daytime and evening recreation, tutoring, job training and placement, emergency housing, drop-out prevention, domestic violence and rape crisis counseling, and youth leadership training and counseling on a variety of subjects including substance abuse, mental health and HIV prevention.*

*The Network is made up of some of the most successful youth-serving agencies in the City of Boston specializing in youth problems. These subjects can range from drop-out and youth violence prevention programming to mentoring or a job. Services are targeted at youth ages 12 to 20 living in Roxbury, Mattapan and Dorchester.*

# District A-1

40 New Sudbury Street  
Boston, Massachusetts 02114-2999  
(617) 343-4240



Captain Ronald X. Conway

**D**istrict A-1 initiated "Family Fun Days" in Charlestown, Chinatown and the North End during the summer of 1996.

"Family Fun Days" were designed to increase community involvement between the Department, community residents, and business people in a positive way. Each event averaged over 500 participants of all ages. These events opened up lines of communication and broke down some of the barriers that existed between residents and the police officers who participated in these events. The "Family Fun Days" consisted of cookouts, a Boston Police K-9 show, the Boston Police Mounted Unit, the District A-1 Bicycle Patrol Unit, and pony rides. These events also included portrait caricatures, face painting, balloons, rides, games, and raffles which have helped make "Family Fun Days" a very special social event in the neighborhoods.

The Community Service Office of District A-1 has maintained crime statistics and arrest records involving substance abuse and other related crimes. These statistics are available to all neighborhood groups for their monthly meetings.

Through meetings with the Department, residents identified problems, priorities, and quality of life issues that affected them most. Last year,

District A-1 officers addressed the issues of crime and the fear of crime, youth violence, substance abuse, prostitution, and homeless problems through proactive policing and implementing the neighborhood policing concept of "Same Cop/Same Neighborhood" to develop stronger ties with the community.

Officers have used all other available resources to help ease the burden of prostitution and other related quality of life issues such as illegal drug activity and traffic congestion in these neighborhoods.

*"Through meetings with the Department residents identified problems, priorities and quality of life issues..."*

A major component of this strategy has been Operation Squeeze, which has logged 1,800 arrests since 1985, the year it was introduced. With all of its available resources, District A-1 targeted high priority areas with neighborhood foot patrol officers, service units, rapid response units and bicycle patrol units. To

help maintain sector integrity in these neighborhoods, the use of mobile data terminals (MDTs) became an invaluable tool for District officers, as they prioritized calls in their sectors.

Additionally, District A-1 has maintained the Neighborhood Advisory Council which is made of residents, business people, and police officials who meet on a monthly basis at Suffolk University to address concerns and issues that effect the areas of District A-1, where these council members live, work, and are involved on a daily basis.

# District A-7

69 Paris Street  
East Boston, Massachusetts 02128-3053  
(617) 343-4220



Captain Robert Cunningham

**T**he East Boston Safe Neighborhood Initiative, the District A-7 Community Service Office, and the Boston Youth Connection Peer Leaders hosted an after school program at the Holy Redeemer Church Hall for neighborhood youth. The program ran from April to June in 1996, 3:30pm-7:00pm. Several neighborhood children attended daily through the drop-in attendance policy. This program was designed to create a safe haven for East Boston youth to participate in positive activities. The activities included homework help, flash cards, a reading program, ping-pong, board games, arts and crafts, and gym activities.

This program was so successful that the District started it earlier this year. The winter program started in February 1996 and continued for 3 months. There was such an overwhelming response at registration, that a waiting list has been established.

New to the curriculum for the after school program are Crime Prevention Workshops, including drug education, gang resistance, Stranger Danger, and 9-1-1 instruction, a Safety Program, guest speakers; and, volunteers from the East Boston Golden Age Club. The Safety program incorporates several city agencies

including the K-9 Unit and the Mounted Patrol Unit of the Police Department, the Fire Department, the Transportation Department, Health and Hospitals, the School Traffic Supervisors, and the East Boston Health Center.

Additionally, District A-7 has sought out Parents as Volunteers and the East Boston Golden Age Club to bridge the gap between our youth and the elderly.

The seniors assist with reading, arts and crafts, board games, conversations and whatever skills or interest they might have.

*...we have sought out Parents as Volunteers and the East Boston Golden Age Club to bridge the gap between our youth and the elderly."*

As a result of this need for youth activities for inner-city and under-privileged youth, the Affordable Child Care for Everyone (ACE) organization and the Parents United for Child Care (PUCC) have taken an interest in our program and would like to sustain it.

In response to the high number of breaking and entering incidences in the Eagle Hill section of East Boston, the Community Service Unit sent out a mailing to 3,000 East Boston residents in November of 1996. This mailing included crime prevention tips, a home security test, and offered residents an opportunity for an in depth security survey if interested.

# District B-2

135 Dudley Street  
Roxbury, Massachusetts 02119-3203  
(617) 343-4270



Captain John D. Ferguson

**D**istrict B-2 received a \$125,000 award from the Commonwealth of Massachusetts "Same Cop/Same Neighborhood" grant program for programs in Uphams Corner.

Operation SCAT was conceived with one goal: to identify, arrest, seize the contraband and prosecute to the fullest extent of the law, the perpetrators responsible for damaging the quality of life in the neighborhood by selling, transporting, or possession of illegal drugs.

In just two months, the officers in Operation SCAT made 48 drug-related arrests, seized approximately \$2,000 cash and 544 bags of heroin. Also seized were 90 bags of cocaine, six bags of marijuana, and almost a dozen dosages of Percocet. In addition, several search warrants were executed and 30 people were summonsed for drug-related offenses.

In practicing positive community values, the drug culture has becomes less attractive to those persons who violate the drug statutes of the Commonwealth. In District B-2, proposed legislation would make an important change to Chapter 94c, Section 32j, of the Criminal Laws of Massachusetts.

Presently, this chapter and section mandate a two year sentence of incarceration for any person convicted of possessing, manufacturing, or selling of a controlled substance within 1000 feet of a school or 100 feet of a playground.

The proposed legislative change being sponsored by State Representative Kevin Fitzgerald, in partnership with the District B-2 strategic planning committee, would add the following amend-

ments to ch.94c, sect 32j; "church, synagogue or other place of worship, day care center, library, elderly or special needs designated housing, and community meeting location."

*...drastic  
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The net effect of this proposed legislation, in a heavily populated urban area such as District B-2, would ensure that regardless of the location of the arrest within the geographic area, a person convicted of violating this chapter and section would incur a mandatory minimum term of imprisonment of two years in a house of correction.

Although at first glance this seems a severe punishment, it was clearly stated by the committee that drastic measures are not only needed, but are demanded, by those communities and neighborhoods that are most affected by the scourge of drugs.



Deputy Superintendent  
Bobbie J. Johnson  
Commander, Area B  
(Districts B-2 & B-3)

Captain John S. Sullivan



## District B-3

1165 Blue Hill Avenue  
Dorchester, Massachusetts 02124-3914  
(617) 343-4700

**T**he Youth Service Providers Network is a network of service providers in the Roxbury, Mattapan, and Dorchester neighborhoods who have come together in partnership with the Boston Police Department to serve at-risk youth and their families.

The member agencies within the network have developed a case management referral mechanism which allows police officers to help serve youth and families by making just one phone call. Officers simply place a call with the name and phone number of a youth in need of service, and the network begins outreach to the youth and family.

The Youth Service Network will provide families with coordinated, intensive case management services including daytime and evening recreation tutoring, job training and placement, mentoring, case management, emergency housing, drop-out prevention, youth leadership training, and counseling services that encompass substance abuse, mental health, HIV prevention, and many other areas.

The Network is made up of some of the most prominent youth service organizations within the City of Boston specializing in youth problems ranging from teenage runaways, to drop-out and youth violence prevention programming.

The Network serves youth between the ages of 12 and 20 years of age, residing or attending school in Roxbury, Mattapan, and Dorchester as well as other youth who need prevention or intervention services.

The programs designed by District B-3 Community Services for the adult population of the Mattapan community are aimed toward improving the relationship between District B-3 and the community at large while providing to the participants informative, practical, and enjoyable activities.

*"The youth service network will provide families with coordinated, intensive case management services..."*

District B-3 offers a Friday night ride-along program to members of the community groups and associations with which we have formed long-term partnerships. The program consists of a two- to three-hour ride with a Community Service Officer, observing response units in action to selected calls. During the ride, police procedures, radio protocol, and the E-911 response system are thoroughly explained to the participants.

The program was conceived in response to the many misperceptions of police work held by the general public. Participants receive a hands-on, realistic observation of how the police do their jobs, and why. All participants are required to sign a Department approved waiver of liability.

# District C-6

101 West Broadway  
South Boston, Massachusetts 02127-1017  
(617) 343-4730



Captain Thomas J. Crowley

**N**early 20 percent of the residents of South Boston live in one of three public housing developments. In the past year District C-6 officers made a concerted effort to formalize partnerships with residents and management.

Officers began weekly meetings with the managers of the, Mary Ellen McCormack, West Broadway, and Old Colony Developments. Copies of all incident reports within the respective development are given to the manager and ongoing problems are discussed. When necessary, special documentation is provided to facilitate Tenant/Management hearings.

In an attempt to implement the *Same Cop, Same Neighborhood* concept in the developments, District officers coordinated services with the Municipal and Housing Police forces. This greatly reduces duplicate coverage and ensures an efficient and much more effective delivery of services.

Civilian CSO Dennis Flaherty works closely with the Youth/Street Workers assigned to the developments. A telephone hot line is in place and has been used to notify and combine resources when an incident appears to have potential for follow-up. This has been effective

in quelling rumors that may exaggerate a reported incident. When these incidents occurred, the Police were more effective in communicating with the youths.

One of the major findings of District C-6 strategic planning process was the reality of a low crime rate versus the perception that the streets aren't safe, and an exaggerated fear of crime on the part

of elderly. Senior Response Officer Dale O'Donnell and CSO Dennis Flaherty, along with the entire Community Service Office staff, have made a special effort to provide extra services to seniors. The Youth Service van has been used extensively during school hours for transporting seniors in organized groups on day trips. Special efforts have been made to identify seniors in need of services especially those living alone, separate from Senior Housing. The Community Service Office contacts all Seniors who are victimized in any manner. CSOs also created a special program that fosters communication between seniors and young people. Young volunteers

assist seniors on household chores that they may not be able to complete on their own, e.g., removing/installing air-conditioners, heavy lifting and groundskeeping chores.

*"In an attempt to implement the "Same Cop, Same Neighborhood" concept...district officers coordinated services with the Municipal and Housing Police forces."*

# District C-11

40 Gibson Street  
Dorchester, Massachusetts 02122-1223  
(617) 343-4330



Captain Robert P. Dunford

**T**ruancy is one of the first indicators that a young person is giving up and is in need of help. Truancy is a gateway to crime and one of the most powerful predictors of juvenile delinquent behavior. It is estimated that 50% of daytime crime is committed by young people truant from school. Truancy not only leads to criminal behavior but is also a sign of larger problems ranging from alienation, family problems, drug and alcohol abuse, and other social and emotional ills. In order to address this problem District C-11 initiated the Truancy Reduction Program in September, 1995.

The program is aimed at reducing criminal behavior, returning students to school, and involving parents in their children's school life. The program is a four step program involving the School and Police Departments in a collaborative effort to get kids back in school.

Truancy sweeps occur randomly during morning hours between 9 a.m. and noon, three days a week. A team consisting of a Police Officer and either a Supervisor of Attendance or a School Police Officer will patrol a designated area stopping school age youths during the target hours. The youth is asked his or her name, age, school, and why they are not in school.

If the youth is younger than sixteen years of age a Field Investigation and Observation (FIO) report is made out on the spot. The FIO is turned into the station which tracks all truancy sweep stops.

The School Police maintain a truancy and attendance data base.

If school officials ascertain that the truancy requires further action, some or all of the following steps are taken: parents are notified, school counselors meet with the student, intervention and support programs are suggested, and immediate help is provided.

The District's "HOT SPOT" Directed Patrol Program has been maintained resulting in target enforcement and police presence at random times at pre-selected problem locations. The program has reduced gang related and drug activity and increased citizens' perception of safety and security in their neighborhoods.

*"Truancy  
Reduction  
Program...  
returning  
students to  
school, and  
involving  
parents in their  
children's  
school life."*

# District D-4

7 Warren Avenue

Boston, Massachusetts 02116-6199

(617) 343-4260



Captain Charles J. Cellucci

Concerns surrounding quality of life issues are a focal point of District D-4's Strategic Plan for Neighborhood Policing. How to deal with issues such as panhandling and graffiti are the main emphasis of the District D-4 Strategic Planning Team. However, the team was confronted with the reality that judges may not take the same offenses as seriously.

The District D-4 Team and the Suffolk County District Attorney's Office decided that a process was needed to promote community impact statements presented at court hearings.

On December 5, 1995, several members of the District D-4 Strategic Planning Team finished their first draft of a quality of life impact statement. In mid-January of 1996, District D-4 officers arrested four men for vandalism (graffiti).

At a meeting with the Suffolk County District Attorney and the local chief justice, the District D-4 Team expressed their concerns regarding quality of life issues and the need for more severe sentences to be inflicted on the individuals who violate these concerns.

With the help of the District Attorney's office, a plan to address these concerns was put into action. In this case, a hearing date was set, and a contingent of District D-4's civic, business, and political leaders showed up for the hearing to make an impact statement. On the

arraignment day, the same group showed up, and the judge issued what was viewed by the District D-4 Team as a sizable sentence. The individuals charged were ordered to pay a large sum of restitution and to serve a substantial number of community service work hours.

The success of this impact statement has prompted the District Attorney's Office to organize a board that will hold workshops for local community groups to explain how to write and file community impact statements.

Youth Service Officers in District D-4 and the local churches endeavored to involve youth in pro-social enterprises. Specifically, the U.M.U.S. Program (United Methodist Urban Services) will continue to expand its youth outreach. District D-4 is one of the first two sites for this mentor program in which officers and youth, working together,

will attempt to resolve community issues. Identifying neighborhood problems through problem solving methodologies, creating a collaborative effort between all parties, enhancing interpersonal trust and understanding and demonstrating a shift toward proactive Neighborhood Policing are among the foremost goals of the U.M.U.S. Program.

These accomplishments reflect a direct result of the Boston Police Department's City-wide success of maintaining an unblemished record of **ZERO** youth homicides in the City of Boston in 1996.

*“...workshops for  
local community  
groups...explain  
how to write &  
file community  
impact  
statements”*

# District D-14

301 Washington Street

Brighton, Massachusetts 02135-3357

(617) 343-4260



Captain Margaret S. O'Malley

In another program to educate the community about certain laws of the City and the Commonwealth and to improve the quality of life and fight crime through voluntary compliance, District D-14 has compiled a "Guide to Life." This "Guide" is modeled after handbooks provided to incoming college students. The "Guide" identifies laws and ordinances governing noise, trash, pets, parking, public and private towing, and the purchase and consumption of alcohol. The laws are presented in simple, understandable language.

This "Guide" has been translated into Spanish and has recently been included as an insert in the Spanish Yellow pages, a telephone directory distributed to thousands of Spanish-speaking residents of Massachusetts. District D-14 has also been invited to publish the "Guide" in a resource directory distributed by the Brighton Board of Trade.

District D-14 officers have been encouraged to apply creative solutions to the problem of residential breaking and entering which is Allston/Brighton's most persistent serious crime.

District D-14 officers have devised several programs, chief among them, Reduction In Burglary Statistics (RIBS),

which provides a thorough investigative effort to residential break-ins. RIBS provides crime scene processing, finger-printing, and careful scrutiny of pawn shop records, and has led to the arrest of more than a dozen burglars.

The District's Community Service staff also designed a bright orange crack and peel sticker warning residents against "buzzing" in strangers, a method used to gain entry to large apartment complexes. The stickers are an effective notice to residents that breaking and entering is a real problem, and that they should secure their apartments before leaving for work or school. The District has worked with the Massachusetts Board of Realtors and several local property managers to distribute almost one thousand stickers in the past year.

A third solution to breaking and entering, also devised by the CSO staff, is a letter campaign aimed at residents of those neighborhoods where the incidence of B&E is highest. The letters explain the problem, suggest a variety of ways to secure a home, and offer a further security survey if needed. The initial mailing targeted the Cleveland Circle neighborhood.

*"The "Guide"  
identifies laws  
and ordinances  
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trash, pets,  
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and private  
towing, and the  
purchase and  
consumption of  
alcohol."*

# District E-5

1708 Centre Street

West Roxbury, Massachusetts 02132-1542

(617) 343-4560



**T**he issue of most concern with a committee made up of police officers and neighborhood members was loud music and unreasonable noise coming from motor vehicles. The committee decided to target the business district around Roslindale Center.

Community members distributed leaflets in the area informing the residents of the City's noise ordinance and advising them the police would be enforcing all noise violations coming from motor vehicles and disorderly houses. Several articles appeared in the *West Roxbury Transcript* and *Roslindale Gazette* explaining the ordinance and the area that would be targeted. Community Service Officers supplied printed notices in Spanish and English to be placed in the windows of Roslindale businesses informing the public. District E-5 patrol and walking officers stopped motor vehicles and issued citations in the targeted area when they observed any vehicle failing to comply with the ordinance.

During a review of the targeted enforcement, community members felt that the program was a success and have discussed targeting another area.

Throughout 1996, area patrol and walking officers issued *Carsafe* tickets in

the West Roxbury and Roslindale area in hopes of reducing car breaks. In 1995, the Boston Police conducted a safety survey of area residents to find out what their perception of crime was and what types of crimes needed more police enforcement. Last fall, the business areas of West Roxbury and Roslindale were targeted by sector cars and walking officers

on a daily basis tagging cars with *Carsafe* tickets notifying the vehicle owners of unlocked and/or unattended vehicles, personal property in plain view, cellular phone in view, keys left in the ignition, or other valuables. In three months the officers issued a total of 272 *Carsafe* Tickets.

*"Throughout 1996, area patrol and walking officers issued *Carsafe* tickets in the West Roxbury and Roslindale area in hopes of reducing car breaks."*

Analysis and comparison of data with the previous year revealed that car breaks in West Roxbury dropped by eighty percent and Roslindale had a decrease of thirty percent during the *Carsafe* Program. Public safety through community awareness was a major contributor to the drastic reduction in area car breaks. The program also reduced the fear of crime in the community and improved the quality of life in the West Roxbury and Roslindale neighborhoods.

# District E-13

3345 Washington Street

Jamaica Plain, Massachusetts 02130-2639

(617) 343-5630



Captain Mary Evans

**1**996 was unique for Jamaica Plain in both planning and partnership successes. On October 12, 1996, the new Jamaica Plain Neighborhood Police Station (E-13) was opened. The old District E-13 on Seaverns Ave. had been closed since 1980. Since that time, Jamaica Plain had been policed out of the West Roxbury District Station (E-5).

The combined efforts of residents and neighborhood groups, local businesses and business groups, elected officials, the City, and the police department planning together brought about the construction, staffing, and ultimately the reopening of the station. After years of planning and input from the community, and with the help of the Mayor and the City Council, the Commissioner was able to announce the opening of the new station. The District E-13 station opened with a staff of 82, with a goal of 110.

The station is a full service police district, including both patrol and neighborhood service functions. Citizens of Jamaica Plain can now visit the station at Washington and Green Streets (one block from the MBTA Green St. Subway Station) for meetings, to make reports, ask questions, and receive all police related services. It is no longer

necessary to take a bus or train trip to the West Roxbury District Station or Police Headquarters downtown to utilize most police services.

The three sectors that make up Jamaica Plain each receive full service police support on all shifts, including a Sector Officer, rapid response cars to handle crime-in-progress calls, a transport wagon, and several beat officers.

*"Citizens of  
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Walking officers now cover Egleston Square, Hyde Square, Jackson Square, and Jamaica Plain Center. In the next year beats will be added for the South St. Housing Development area as well. Plain clothes "anti-crime" units are fielded on a regular basis as needed to deal with special problems in the District.

The primary goal of a newly formed Strategic Planning team is to isolate and identify those goals and objectives pertinent to the new District. This group identified court issues as an interest and arranged to meet quarterly to continue working together with West Roxbury District Court to bring about better communications with the courts.

# District E-18

1249 Hyde Park  
Hyde Park, Massachusetts 02136-2891  
(617) 343-5600



Captain Ronald Stapleton

In 1912, Hyde Park was the last of the neighborhoods to be annexed to Boston. It is a community with many open spaces, woods, ponds, parks, mansions of the 19th century, and one of the nation's foremost "Donald Ross" golf courses. Nearby Readville was the equivalent of today's Cape Cod with its summer cottages for Boston's elite. The pristine neighborhoods of English, Irish, Italian, Lebanese, Polish and Russian immigrants remained much the same until the middle nineties.

The influx of many from the Caribbean now influence the neighborhood. Officers of District E-18, a great majority of whom live in or near the district, were instrumental in interweaving the new immigrants into the fabric of the neighborhood. Encouraging newcomers to join neighborhood councils, sports, police activities, churches, and community events with a concerted police participation have been a key to this success.

Hyde Park/Readville is also a community where families tended to stay, handing down their property from generation to generation. Thus, many elderly complexes dot the landscape. These special residents require services unique to their position in the community. Officers of District E-18 have been instrumental in supporting the many neighborhood programs that service our senior citizens and participate in many of their events.

In District E-18, a Community Enhancement Council was formed from representatives of each Crime Watch program throughout the District. In regular meetings, the Council suggested that local neighborhood teens become involved so that the ideas behind the strategic plan can be conveyed to other neighborhood youth.

*"One of the suggestions that the Council is working on with the District Youth Service Officers is crafting a code of behavior for local adolescents."*

One of the suggestions that the Council is working on with the District Youth Service Officers is crafting a code of behavior for local adolescents. This is part of a goal established in District E-18 that would expect respectful behavior from adolescents in the neighborhood. This goal is carried out by increasing and strengthening youth activities; and developing a network of support for the Youth Service Officer. The District would also like to establish a youth council and ask all community organizations and boards in the community to include a youth representative.

The District would also like to encourage an improved after-school climate in Cleary Square and discourage after school intimidation. To do this, the District will develop a partnership with schools, students, businesses and other local stakeholders to address the after-school problem and develop effective prevention strategies for kids at risk.

**Reported Part One Crime in the City of Boston  
By Type and Location  
1996**

<b>Crime</b>	<b>1995</b>	<b>1996</b>	<b>95/96</b>
Violent Crime	9,568	9,154	-4%
Property Crime	42,709	35,557	-17%
Homicide	96	59	-39%
Rape & Attempted	379	414	9%
Robbery & Attempted	3,597	3,470	-4%
Aggravated Assault	5,496	5,211	-5%
Burglary & Attempted	6,671	5,052	-24%
Larceny & Attempted	26,002	21,234	-18%
Veh. Theft & Attempted	10,036	9,271	-8%
<b>Total</b>	<b>52,277</b>	<b>44,711</b>	<b>-14%</b>

<b>Location</b>	<b>1995</b>	<b>1996</b>	<b>95/96</b>
District A-1	7,355	5,653	-23%
District A-7	2,047	2,000	-2%
District A-15	1,101	1,043	-5%
<b>Area A</b>	<b>10,503</b>	<b>8,696</b>	<b>-17%</b>

<b>Location</b>	<b>1995</b>	<b>1996</b>	<b>95/96</b>
District B-2	7,805	6,555	-16%
District B-3	4,011	3,800	-5%
<b>Area B</b>	<b>11,816</b>	<b>10,355</b>	<b>-12%</b>

<b>Location</b>	<b>1995</b>	<b>1996</b>	<b>95/96</b>
District C-6	2,726	2,578	-5%
District C-11	5,621	5,293	-6%
<b>Area C</b>	<b>8,347</b>	<b>7,871</b>	<b>-6%</b>

<b>Location</b>	<b>1995</b>	<b>1996</b>	<b>95/96</b>
District D-4	10,800	8,645	-20%
District D-14	4,275	3,470	-19%
<b>Area D</b>	<b>15,075</b>	<b>12,115</b>	<b>-20%</b>

<b>Location</b>	<b>1995</b>	<b>1996</b>	<b>95/96</b>
District E-5	4,310	3,560	-17%
District E-18	2,226	2,114	-5%
<b>Area E</b>	<b>6,536</b>	<b>5,674</b>	<b>-13%</b>

# Boston Police Relief Association Awards

## *The Schroeder Brothers Memorial Medal*

Established September 25, 1975 the Schroeder Brothers Memorial Medal is the highest award given by the Boston Police Department. It is awarded once a year at the Annual Awards Presentation ceremony to an officer whose conduct in some situation is judged, by the Department Awards Board, to be the highest form of valor exhibited by an officer during the previous year. It is awarded to only one officer a year and is accompanied by a letter of Commendation from the Commissioner setting forth the reason for the award. Because this award is the highest recognition of valor which the Department can make, it may not be awarded every year but will be reserved for those particular acts of valor which are outstanding.

Detective Jonathan Stratton, Canine Unit

Police Officer Donald M. Lee, District A-1

## *The Walter Scott Medal*

Under the terms of a gift made by Mr. Walter Scott, formerly of Boston, two thousand dollars (\$2,000) was deposited with the Treasurer of the City of Boston, to be held in perpetual trust, and the annual income therefrom to be used in the purchase of solid gold medals to be known as the "Walter Scott Medal of Valor". It was further stipulated that one-half of the net income thereof annually be paid to the Police Commissioner of the City of Boston for the purpose of such medal, to be presented by him to the police officer who, in his judgement, distinguished himself for valorous conduct in some situation during the previous year. Ordinarily, it is awarded to only one officer a year; however, upon recommendation of the Department Awards Board, more than one medal may be awarded. This should be the case only when the medal is being awarded to officers whose conduct in the same situation was equally valorous. The medal is accompanied by a Letter of Commendation from the Commissioner setting forth the reasons for the award.

Police Officer Thomas J. Hennessey, District A-1      Police Officer Stephen W. Green, District A-1

Police Officer Richard Estrella, District A-7

## *The Department Medal of Honor*

Established by an act of the City Council on February 7, 1898 the Medal of Honor is given once a year at the Annual Awards Presentation Ceremony to officers cited for outstanding valor in situations occurring during the previous year. The medal is awarded by a letter of Commendation from the Commissioner setting forth the reasons for the award. The Medal of Honor is also awarded in memory of a select number of officers who have been slain in the line of duty.

Police Officer Joseph Singletary, Jr., District B-2

***In Memory of Detective Roy J. Sergei***

Police Officer Steven W. Byrne, District C-11

***In Memory of Detective Thomas J. Gill***

Police Officer Mary E. Lee, District C-11

***In Memory of Detective Sherman C. Griffiths***

Sergeant Robert W. Ciccolo, Jr., District B-3

Police Officer Peter J. Savalis, District B-3

Police Officer Michael J. Linskey, Y.V.S.F.

Police Officer Charles L. Byrne, Y.V.S.F.

***In Memory of Police Officer Louis H. Metaxas***

Police Officer Brian J. Reaney, District A-1

Police Officer Thomas J. Kelley, District A-1

Police Officer Emmet T. Walsh, District A-1

***In Memory of Police Officer Jeremiah J. Hurley, Jr.***

Police Officer Rodney O. Best, Y.V.S.F.

Police Officer Craig D. Jones, Y.V.S.F.

***In Memory of Police Officer Thomas F. Rose***

Detective Wayne R. Rock, District B-2

Detective Carmen N. Flaquer, District B-2

***In Memory of Detective John J. Mulligan***

Police Officer Edward J. Boylan, District A-7

***In Memory of Police Officer Berisford Wayne Anderson***

Sergeant Mark R. Handrahan, District B-2

Police Officer Mark S. Freire, District B-2

Police Officer Leroy A. Streat, District B-2

Police Officer Stephen Cedrone, District B-2

Police Officer John F. Hyslip, District B-2

Police Officer Curtis R. Carroll, Operations

***In Memory of Sergeant Richard F. Halloran***

Sergeant Detective Donald S. Gosselin, District A-7

## ***The Mayor's Medal of Excellence***

The Mayor's Medal of Excellence was established on June 26, 1985 by the Police Commissioner. It is awarded annually at the Annual Awards Presentation ceremony to a Police Officer or Officers who, in the previous year distinguished themselves and are judged for the highest form of superior merit in any form of police duties.

Police Officer Jeffrey T. Bird, District E-5

## ***The William J. Taylor Meritorious Service Award***

The William J. Taylor Meritorious Service Award is the highest award available other than those awarded for valor or heroism. It is given once a year at the Annual Awards Presentation Ceremony to distinguish a member whose performance over the previous year is in the highest traditions of Boston Police service. The award is given to one officer per year upon the recommendation of the Awards Board. It is accompanied by a letter of Commendation from the Commissioner explaining the reasons for the award.

Sergeant Richard G. Daley, District D-4

Detective Andrew J. Gambon, District D-4

Police Officer Stephen T. O'Brien

## ***Commissioner's Special Citation***

Special Citations, when appropriate, are given at the Annual Presentation Ceremony to members of the department or the persons whose conduct is laudable but who are not eligible to receive other awards. Citations are awarded upon recommendation of the Department Awards Board and are accompanied by a letter of Commendation from the Commissioner setting forth the reasons for the award.

Patrol Officer Walter J. Fahey

## ***Unit Citation***

The Unit Citation is given to a unit that has made an exceptional contribution to fulfilling the goals of the Boston Police Department.

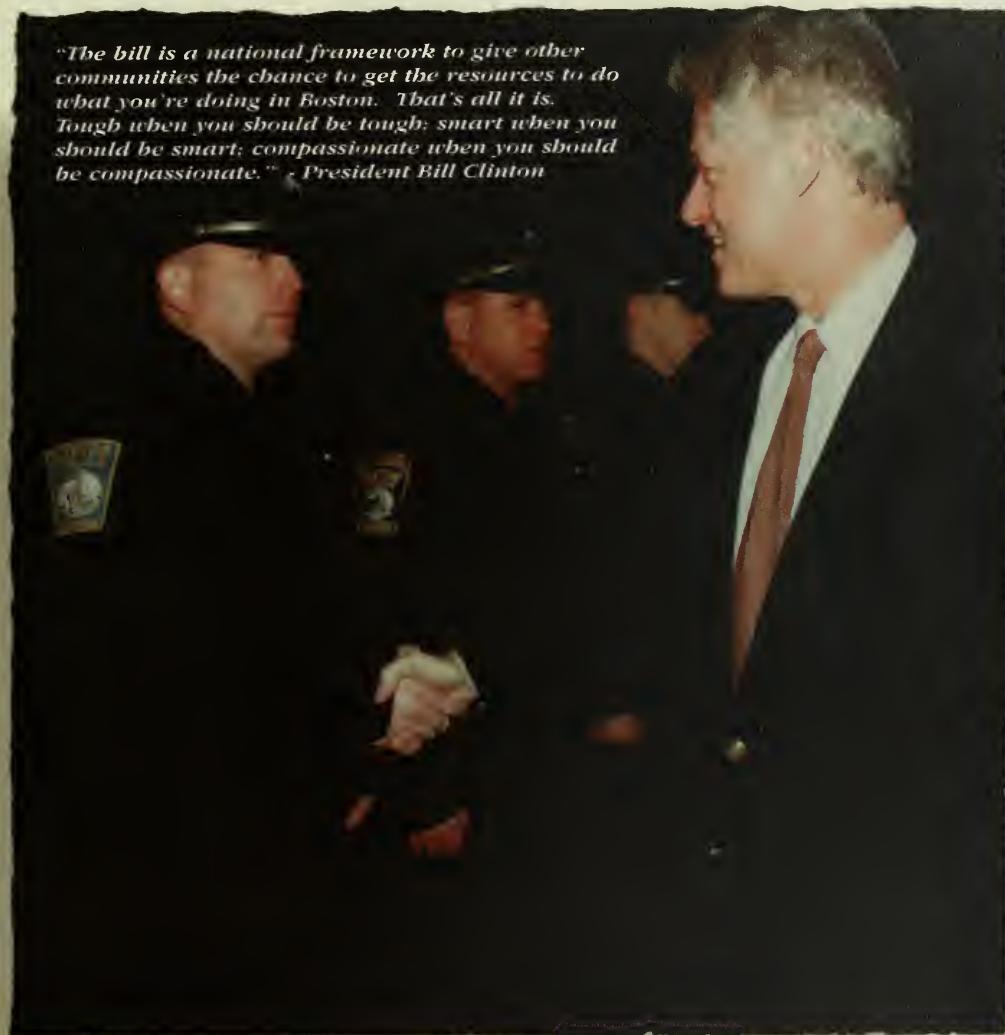
Youth Violence Strike Force of the Special Operations Division

## ***The Theodore Roosevelt Association Police Award***

The Theodore Roosevelt Association Police Award for Boston is given annually to one police officer within the Department who has overcome a significant handicap and rendered outstanding service within the Department.

Police Officer Richard L. Whalen, Office of the Police Commissioner

*"The bill is a national framework to give other communities the chance to get the resources to do what you're doing in Boston. That's all it is. Tough when you should be tough; smart when you should be smart; compassionate when you should be compassionate." - President Bill Clinton*



*President Clinton shakes hands with officers of the Youth Violence Strike Force.*

# Boston Police Retirees

## *Over 30 Years of Service*

Police Officer Floyd L. Adams  
Police Officer Joseph F. Barbone  
Detective Paul J. Bogue  
Police Officer Albert F. Charbonnier  
Sergeant Cecil C. Cox  
Police Officer George W. Crawford  
Captain Henry B. Earl  
Police Officer Charles J. Famolare  
Lieutenant Michael A. Giardello  
Police Officer Richard J. Gibbons  
Detective Paul J. Hutchinson  
Sergeant William R. Joyce  
Sergeant Thomas P. Kineavy  
Police Officer Daniel J. McCarthy

Sergeant Gordon E. Morrison  
Police Officer Paul W. Murphy  
Detective John Necco, III  
Police Officer Paul F. Norton  
Detective Robert O'Reilly  
Police Officer Robert F. Pugsley  
Police Officer Richard P. Sheehan  
Police Officer Augustus J. Shoulla  
Detective James J. Solari  
Police Officer Robert C. Sprague  
Police Officer Thomas F. Varney  
Police Officer Thomas G. Walsh  
Detective Walter F. Warren

## *Over 20 Years of Service*

Elizabeth Anderson  
Greta Andrews  
Police Officer Francis M. Callahan  
Patricia E. Craffey  
Sergeant Detective Edward Doherty  
Joseph J. Dorsey  
Theresa Downie  
Police Officer Joseph P. Ensko  
Catherine T. Farrell  
Anna Ferrara  
Ethel Finnegan  
Gladys M. Harding  
Ann Hughes  
Patricia Litterio  
Ralph McDonald

Police Officer Rene Medina  
Detective Joseph Memmo  
Annie Morahan  
John Mullaley  
Pearl F. Murphy  
Eleanora Mustone  
Claire O'Brien  
Louise Petringa  
Police Officer Joseph Politano  
Lieutenant James Wood  
Superintendent Joseph V. Saia, Jr.  
Patricia Skarbinski  
Barbara Spillane  
Police Officer Edward Toland

## *Over 10 Years of Service*

Fannie Abron  
Lorraine Baden  
Theresa Charbonnier  
Grace Ciulla  
William Donoghue  
Dolores Ford  
Paula Hamilton  
Patricia Harrigan

Irene Mahan  
Frances Nee  
Police Officer Carol A. O'Neil  
Loretta Proctor  
Joseph Snow  
Sergeant Richard J. Sweeney  
Isidro Tautiva

# In Memoriam

These active duty officers passed away in 1996 due to illness.

*Detective William Lydon*

*Detective George Lynch*

*Police Officer Thomas Glover*

*Sergeant Thomas J. Higgins*

*"Death is dreadful, but in the first springtime of youth, to be snatched forcibly from the banquet to which the individual has but just sat down is peculiarly appalling." - Sir Walter Scott*

# Department Directory

## Executive Offices

Office of the Police Commissioner	343-4500
Bureau of Field Services	343-4300
Bureau of Investigative Services	343-4497
Bureau of Administrative Services	343-4577
Bureau of Internal Investigations	343-4526
Chief Administrative Hearings Officer	343-5043

## Key Operational Services

Labor Relations	343-4545
Training and Education	343-4410
Informational Services	343-4520
Strategic Planning & Resource Development	343-4507
Legal Advisor	343-4550
Research & Analysis	343-4530
Finance	343-4665
Human Resources	343-4677
Fleet Management	343-4610
Facilities Management	343-4379
Communications Management	343-4620
Neighborhood Crime Watch Program	343-4345
Central Supply	343-4661
Hackney Carriage	343-4475

## Key Investigative Services

Criminal Investigations	343-4495
Drug Control	343-5625
Major Investigations	343-4483
Technical Services	343-4517
Homicide	343-4470
Community Disorders	343-4527
Sexual Assault	343-4400
Domestic Violence	343-4350
Anti Gang Violence	343-4444
Ballistics	343-4465
Crime Lab	343-4690

## Headquarters

154 Berkeley Street  
Boston, Massachusetts 02116-5196  
as of 10/97  
1199 Tremont Street  
Boston, Massachusetts 02120-2014  
Phone: (617) 343-4200  
Fax: (617) 343-4481

## Area/District Stations

A-1	40 New Sudbury Street	343-4240
	Boston, Beacon Hill, Charlestown, Chinatown, North End	
A-7	69 Paris Street	343-4220
	East Boston	
B-2	135 Dudley Street	343-4270
	Roxbury, North Dorchester	
B-3	1196 Blue Hill Avenue	343-4700
	Dorchester, Mattapan	
C-6	101 West Broadway Street	343-4730
	South Boston	
C-11	40 Gibson Street	343-4330
	Dorchester	
D-4	7 Warren Avenue	343-4250
	Back Bay, South End	
D-14	301 Washington Street	343-4260
	Allston, Brighton	
E-5	1708 Centre Street	343-4560
	Roslindale, West Roxbury	
E-13	3345 Washington Street	343-5630
	Jamaica Plain	
E-18	1249 Hyde Park Avenue	343-5600
	Hyde Park, Mattapan, Readville	
Area G	Operations Division	343-4680
Area H	Special Operations Division	343-5646
Area I	Special Police Division	635-0439

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